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ABSTRACT

The three major organizational divisions at Johnson County Community College consist of the Office of the President, the Academic Branch, and the Operations Branch. In the three parts of this report, organizational charts are presented for each major division that display principal supervisory personnel, e.g., vice-presidents, deans, and directors. A detailed job description (called a Charter of Accountability) is included for each position. The job descriptions outline (1) mission of the job; (2) position responsibilities; (3) goals and objectives for the job for 1978-79; (4) delegated management authority; and (5) summary of the charter. Part I of the report includes the charter for the president, assistant to the president, and the director of educational data systems. Part II includes the academic vice-president and an assistant, the director of institutional research, and the deans of instruction and student services. Also included in this section are charters for directors of the eight academic departments (business, communications, continuing education, engineering, humanities, library science, health science, and physical development) and four student service divisions (admissions, community services, regional center, and student development). Part III includes charters for the operations vice-president and the business manager, and the seven directors of facilities and related auxiliary services. (DB)

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ED174266

CHARTERS OF ACCOUNTABILITY

1978-79

JOHNSON COUNTY COMMUNITY COLLEGE

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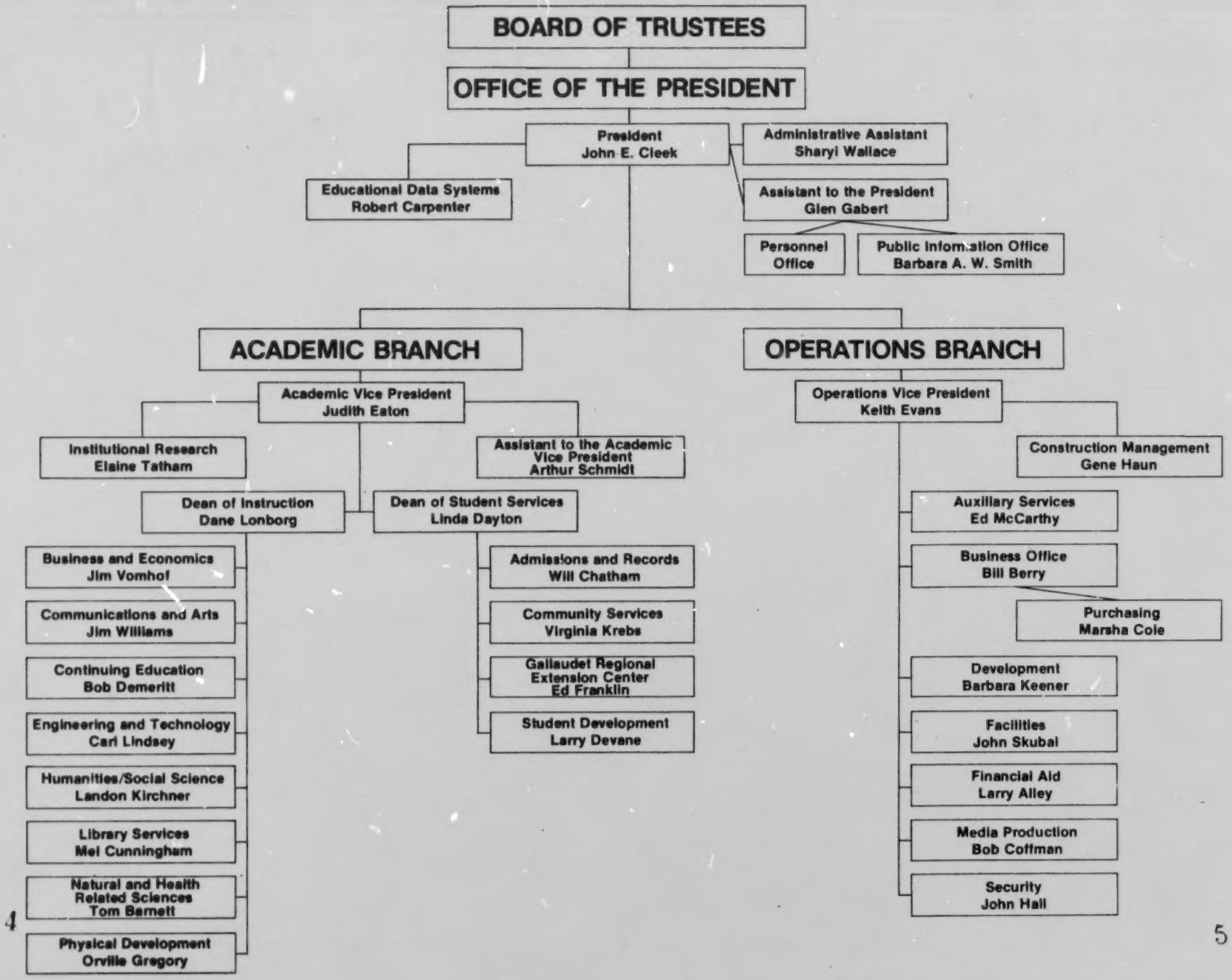
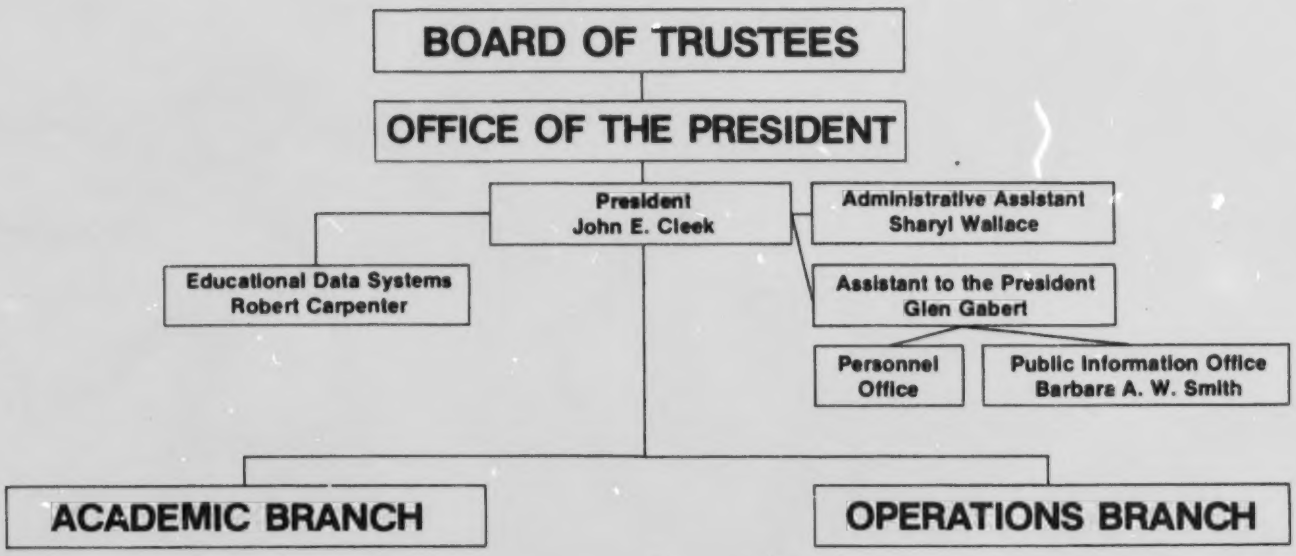

BOARD OF TRUSTEES
OFFICE OF THE PRESIDENT
President
John E. Cleek
Administrative Assistant
Sharyl Wallace
Educational Data Systems
Robert Carpenter
Assistant to the President
Glen Gabert
Personnel
Office
Public Information Office
Barbara A. W. Smith
ACADEMIC BRANCH
OPERATIONS BRANCH
Academic Vice President
Judith Eaton
Operations Vice President
Keith Evans
Institutional Research
Elaine Tatham
Assistant to the Academic
Vice President
Arthur Schmidt
Construction Management
Gene Haun
Dean of Instruction
Dane Lonborg
Dean of Student Services
Linda Dayton
Auxiliary Services
Ed McCarthy
Business and Economics
Jim Vomhof
Admissions and Records
Will Chatham
Business Office
Bill Berry
Communications and Arts
Jim Williams
Community Services
Virginia Krebs
Purchasing
Marsha Cole
Continuing Education
Bob Demeritt
Gallaudet Regional
Extension Center
Ed Franklin
Development
Barbara Keener
Engineering and Technology
Carl Lindsey
Student Development
Larry Devane
Facilities
John Skubal
Humanities/Social Science
Landon Kirchner
Financial Aid
Larry Alley
Library Services
Mel Cunningham
Media Production
Bob Coffman
Natural and Health
Related Sciences
Tom Barnett
Security
John Hall
Physical Development
Orville Gregory

Part I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Glen Gabert
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Barbara A. W. Smith
ACADEMIC BRANCH
OPERATIONS BRANCH

JOHNSON COUNTY COMMUNITY COLLEGE
College Boulevard at Quivira Road
Overland Park, Kansas

CHARTER OF ACCOUNTABILITY

OFFICE OF THE PRESIDENT

I. MISSION

The President of Johnson County Community College is the chief executive and administrative officer of the College, directly responsible to the Board of Trustees for the operation of the College and is expected to provide creative educational leadership in the achievement of the mission of the College as adopted by the Board of Trustees.

II. POSITION RESPONSIBILITIES

A. Develop and recommend to the Board a comprehensive, long-range plan for the development of the College, setting forth institutional goals, philosophy, programs of study, resources, and facilities.

B. Provide leadership in the recruitment and selection of a superior staff of professional and support personnel as needed to implement the mission of the College.

C. Provide leadership in the development and implementation of a progressive educational philosophy.

D. Represent the College to the general public, both directly and through the media, so as to communicate the goals and programs of the College and to establish a favorable public image.

E. Develop and implement administrative policies and procedures consistent with Board policies and applicable laws, as appropriate for effective operation of the College.

F. Represent the College in its dealings with governmental and regulatory agencies, such as the Kansas State Department of Education, the 1022 Commission, U. S. Office of Education, and the North Central Association.

G. Lend influence toward the development of local, state, and national educational policies.

H. Develop a continuing system of communication with members of the Board of Trustees so as to keep them fully informed regarding the operation of the College.

I. Prepare and distribute an agenda and supporting materials for all meetings of the Trustees.

J. Maintain official records of all Board meetings and other College records as required by law.

K. Develop operating and capital budgets for consideration by the Board of Trustees.

L. Implement approved budgets in accord with sound management principles so as to achieve maximum educational benefits within the limits of available resources.

M. Sign contracts, claims, checks, and other official documents as required by law or directed by the Board of Trustees.

III. GOALS AND OBJECTIVES FOR 1978-79

A. Continue to provide leadership in the development of a comprehensive plan for future development encompassing educational programs to be offered, population to be served, staff and financial resource requirements, and facilities (including location) needed.

B. Coordinate the programming, design, and implementation of the Humanities and Technology Building presently under way.

C. Continue refinement and improvement of College operations through greater staff and program accountability and implementation of staff and management development programs.

D. Continue student recruitment and financial aid efforts to reach citizens not adequately served by higher education at present producing a full-year total of at least 100,000 student credit hours.

E. Continue efforts to strengthen educational services for special constituencies, including senior citizens, women re-entering the work force, the disadvantaged, the underprivileged, and the needs of local business and industry.

F. Develop and implement a more effective program for informing the public about the operation of the College.

G. Provide leadership in maintaining a positive environment through healthy staff relations and personnel services.

H. Improve the College financial planning and management systems.

I. Provide leadership in creation of a Kansas City area academic common market.

J. Provide leadership in the accomplishment of reaffirmation of regional accreditation.

K. Strengthen the regional and national reputation of the College as a center of excellences.

IV. DELEGATED MANAGEMENT AUTHORITY

In order to effectively implement this Charter of Accountability, the Board of Trustees of Johnson County Community College delegates to the President the following management authority:

A. Contracts

The President is authorized to negotiate and sign contracts consistent with approved Board policies and within available budgetary resources.

B. Purchasing

The President is authorized to issue contingent purchase orders for all non-bid items, and to the low bidder for all bid items, within approved budget limits.

C. Personnel

The President is authorized to approve the employment of all temporary personnel and recommend to the Board all permanent appointments.

D. The President is authorized to delegate in writing to other staff those aspects of College operations which he deems in the best interests of the College and to the extent permitted by law.

E. The President shall provide advice, counsel, and supportive leadership to assist Branch Vice Presidents, the Assistant to the President, and Director of Educational Data Systems in the positive realization of their agreed upon responsibilities and to periodically review their performance.

V. CHARTER SUMMARY

This document constitutes the Charter of Accountability for the President of Johnson County Community College.

The Board of Trustees expects that the President will assume a large measure of self-direction in managing the affairs of the College under the terms and conditions of this Charter.

A. The Board does not intend to:

1. Manage the internal activities of the College.

2. Conduct evaluations of College staff, other than the President.

3. Indefinitely support poorly-performing operations.

B. The Board does intend to:

1. Periodically review the performance of the President, based on the progressive realization of the stated Mission and Goals of the College.

2. Review and react in a timely manner to plans and recommendations presented by the President.

3. Provide advice, counsel, and supportive leadership to assist the President in the positive realization of assigned duties and responsibilities.

These Charter conditions are mutually acceptable to the undersigned:

_____ _____

John E. Cleek, President Date

_____ _____

Hugh W. Speer, Chairman
Board of Trustees Date

JOHNSON COUNTY COMMUNITY COLLEGE
College Boulevard at Quivira Road
Overland Park, Kansas

CHARTER OF ACCOUNTABILITY

OFFICE OF ASSISTANT TO THE PRESIDENT

I. MISSION

The Assistant to the President is the staff officer, reporting directly to the President, and responsible for the operation of the Personnel Office and Public Information Office functions of the College. He further serves the President, as directed, to assist him in achieving the mission of his own office.

II. POSITION RESPONSIBILITIES

A. Assist the President in a professional capacity as directed.

B. Serve as director of public relations services at the College.

C. Serve as the director of personnel services at the College.

III. GOALS AND OBJECTIVES FOR 1978-79

A. Public Relations

1. Recommend to the President a candidate for the position of Public Information Officer.

2. Coordinate the development and implementation of a college-wide advertising program.

3. Develop a system for the initiation, preparation, placement, and indexing of media releases.

4. Improve the internal communications of the College through a regularly published staff newsletter.

5. Coordinate the preparation of a multipurpose, sound-on-slide presentation about the College.

6. Assist the President in the preparation and publication of a College annual report.

7. Assist the President in the preparation of a series of television talk shows.

8. Increase personal and professional contacts in Johnson County, Kansas area that would benefit the public relations of the College.

B. Personnel

1. Continue to update the College wage and salary program by completion of outstanding requests for job audits, development of a long-range schedule for auditing all jobs at the College, cooperating with the Office of Institutional Research in improving the College's wage and salary competitiveness surveys, and placing all positions of the College on a wage and salary structure.

2. Complete revision of College personnel policies.

3. Complete development of a College personnel procedure manual.

4. Develop and publish a staff handbook.

5. Develop and implement an orientation program for new employees.

6. Complete collection of a current management reference library on collective bargaining and assist the President, as directed, with activities relating to collective bargaining.

7. Serve as the affirmative action officer for the College and work with the Office of Institutional Research in conducting a minority utilization survey for the College.

8. Improve the Office Aide Program to provide the College with an effective on-call system for temporary clerical help.

9. Work with the Assistant to the Academic Vice President and other appropriate staff to develop and implement a system for recognizing exceptional employee performance.

10. Work with the Business Office and Director of Educational Data Systems to improve the method of enrolling employees onto the College records system.

C. Other

1. Represent the President as directed.

2. Assist as directed in the execution of the College's North Central Association self-study and preparations for the accreditation report and site visit.

3. Assist the President in budget-related activities.

4. Perform other related activities as assigned by the President.

IV. DELEGATED MANAGEMENT AUTHORITY

In order to effectively implement this Charter of Accountability, the President of the College delegates to the Assistant to the President the following management authority:

A. Public Relations

The Assistant to the President is authorized to exercise reasonable judgment as a spokesman for the College to the community.

B. Personnel

1. The Assistant to the President is authorized to exercise reasonable judgment as interpreter of College personnel policies.

2. The Assistant to the President may sign routine documents regarding unemployment compensation, wage garnishments, employment verification, and internal personnel documents.

3. The Assistant to the President is authorized to monitor implementation of personnel policies and, in the event they are not being followed, may take reasonable action until the matter can be brought to the President for determination.

C. The Assistant to the President shall provide advice, counsel, and supportive leadership to those reporting directly to him and periodically review their performance.

V. CHARTER SUMMARY

This document constitutes the Charter of Accountability for the Assistant to the President.

The President expects the Assistant to the President to assume a large measure of self-direction. He also expects that he will actively seek out ways in which he can assist the President to accomplish the varied duties of the Presidency.

A. The President does <u>not</u> intend to:

Manage the internal operations of the Personnel or Public Information Offices.

B. The President <u>does</u> intend to:

1. Periodically review the performance of the Assistant to the President on the basis of this Charter.

2. Review and react in a timely fashion to recommendations made by the Assistant to the President.

3. Provide advice, counsel and supportive leadership to the Assistant to the President in the positive realization of assigned duties and responsibilities.

These Charter conditions are mutually acceptable to the undersigned:

_____ _____

Glen Gabert — Date
Assistant to the President

_____ _____

John E. Cleek — Date
President

JOHNSON COUNTY COMMUNITY COLLEGE
College Boulevard at Quivira Road
Overland Park, Kansas

CHARTER OF ACCOUNTABILITY

OFFICE OF EDUCATIONAL DATA SYSTEMS

I. MISSION

The Director of Educational Data Systems of Johnson County Community College is directly responsible to the President of the College for providing the leadership necessary to achieve efficient and responsive reporting of management information, cost-effective utilization of data processing resources and effective systems and procedures to support the College administration and staff in achieving the mission of the College as adopted by the Board of Trustees.

II. POSITION RESPONSIBILITIES

A. Develop and recommend to the President short-range and long-range plans for the design and implementation of data systems which are innovative and effective tools for the College.

B. Provide leadership in coordinating the efforts of the various administrative functions of the College in assuring sound operating procedures as well as accurate and timely management information.

C. Provide leadership in selecting and developing a superior professional data processing staff as required to support the function of the division and the mission of the College.

D. Coordinate the development and encourage the updating of operating policies and procedures which support the College's management data base.

E. Develop and maintain an effective system of communications with the College staff regarding the systems and resources maintained by Educational Data Systems.

F. Implement the approved budget for Educational Data Systems utilizing sound management principles so as to achieve the maximum benefits for the College.

G. Provide leadership, in concert with the President, Academic Vice President and Operations Vice President, in the development and maintenance of an integrated institutional data base and centralized data processing resource.

III. GOALS AND OBJECTIVES FOR 1978-79

A. Coordinate the design and implementation of Financial Management and Payroll/Personnel software phases scheduled for completion July 1, 1979.

B. Continue to develop improved procedures in the Student Information System and implement required data elements and reporting requirements initiated or modified during the year.

C. Develop and implement staff training programs for both professional and user staff.

D. Continue to establish and implement interface methods between the Financial and Student systems for improved management reporting.

E. Review the hardware and personnel resource of the division and prepare three-, five- and eight-year recommendations for development.

F. Continue efforts to increase the utilization of the Computer User Committee for dialogue with users in the development of computer-based applications and priorities.

G. Review and improve the budget development, reporting, and maintenance activities for FY 1979-80.

H. Improve the support activities required in Library acquisitions and cataloging and Counseling and Learning Resources.

I. Increase the availability and utilization of resources in support of computational processes required in academic programs throughout the College.

J. Coordinate the development and publication of comprehensive user documentation of the Financial and Student systems.

K. Continue to define and implement additional management data processes and procedures which assist the College staff in accomplishing their assigned responsibilities.

L. Develop and publish design, programming, and operations standards for all current and new data processing applications.

IV. DELEGATED MANAGEMENT AUTHORITY

A. Budget

1. Approval of travel and expense requests within the approved Management Budget.

2. Approval of invoices against Board-approved purchase orders within the approved Management Budget.

3. Approval of media and supplies requests within the approved Management Budget.

4. Recommendation of Request for Bid and Purchase Orders to the President of the College for Board approval.

B. Personnel

1. Recommendation of full- and part-time employees within the division to the President of the College.

2. Approval of hours worked and work schedules and assignments for employees in the division.

3. Evaluation of performance and recommendation of re-hire or termination of all employees in the division to the President for Board approval.

C. Recommendation of annual management budget for the division to the President.

D. Recommendation of short-range and long-range goals for the College's data systems and data processing resources.

E. Recommendation of policies and procedures affecting the College's data requirements and information required by management in fulfilling the mission of the College.

V. CHARTER SUMMARY

This document constitutes the Charter of Accountability for the Director of Educational Data Systems of Johnson County Community College.

The President expects that the Director of Educational Data Systems will assume a large measure of self-direction in managing the affairs of the division under the terms and conditions of this Charter.

A. The President does <u>not</u> intend to:

1. Manage those internal affairs of the division which have been delegated to the Director.

2. Resolve, at the Presidential level, problems generated by faulty, inadequate or untimely information or judgment.

3. Indefinitely support poorly-performing operations.

4. Carry out delegated responsibilities approved in this Charter.

B. The President <u>does</u> intend to:

1. Periodically review the performance of the Director of Educational Data Systems, based on the progressive realization of the stated accountabilities set forth in this document.

2. Review and react in a timely manner to plans and recommendations presented to the President's office.

3. Provide advice, counsel, and supportive leadership to assist the Director of Educational Data Systems in the positive realization of assigned duties and responsibilities.

These Charter conditions are mutually acceptable to the undersigned:

_____ _____

Robert Carpenter — Date
Director of Educational Data Systems

_____ _____

John E. Cleek — Date
President

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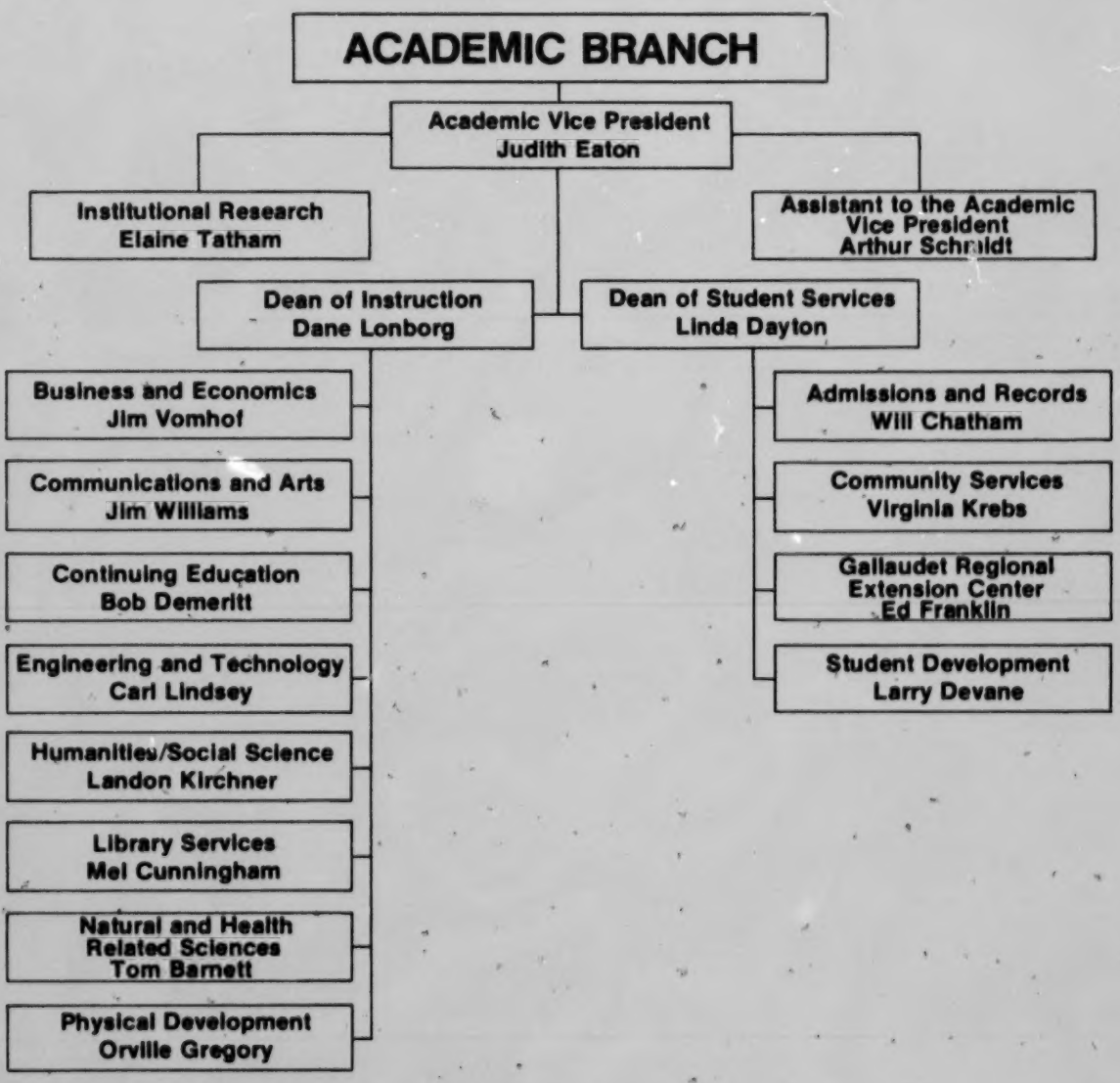
Part II


ACADEMIC BRANCH
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Institutional Research
Elaine Tatham
Assistant to the Academic
Vice President
Arthur Schmidt
Dean of Instruction
Dane Lonborg
Dean of Student Services
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Communications and Arts
Jim Williams
Continuing Education
Bob Demeritt
Engineering and Technology
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Humanities/Social Science
Landon Kirchner
Library Services
Mel Cunningham
Natural and Health
Related Sciences
Tom Barnett
Physical Development
Orville Gregory
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Will Chatham
Community Services
Virginia Krebs
Gallaudet Regional
Extension Center
Ed Franklin
Student Development
Larry Devane

JOHNSON COUNTY COMMUNITY COLLEGE
College Boulevard at Quivira Road
Overland Park, Kansas

CHARTER OF ACCOUNTABILITY

OFFICE OF THE ACADEMIC VICE PRESIDENT

I. MISSION

The Academic Vice President shall be responsible for the administration of all direct instructional and instructional-related services of the College to the community. Within the Academic Branch, educational leadership will be provided in the establishment and development of quality offerings in career, general education, transfer programs, community education programs, student personnel service programs, media program services and educational research services. Emphasis will be placed upon comprehensive on-going experiences in personal and career development for all identified College publics. The branch is committed to the monitoring of such opportunities at a level of excellence which includes sensitivity to individual needs, changes in community needs and a dedication to educational leadership.

II. POSITION RESPONSIBILITIES

A. Act as the chief academic officer of the College.

B. Provide leadership in the development of the Academic Branch budget.

C. Monitor the Academic Branch budget to ensure that budget expenditures and budgetary changes are consistent with stated branch goals and objectives.

D. Recommend the selection of all Academic Branch personnel.

E. Recommend all curriculum alterations and assign all responsibility for development, maintenance and evaluation of curriculum.

F. Coordinate evaluation of instructors within the Branch to assure high quality instruction.

G. Coordinate professional development opportunities for all Academic Branch personnel.

H. Assume responsibility for publication of the College Catalog, credit and noncredit schedules, community services and student activities publications, and all information related to admission, retention and graduation of students.

I. Assume responsibility for institutional and educational research and planning efforts for the College including the Academic Branch Annual Report, Educational Master Planning, and Self-Study.

J. Recommend, coordinate and monitor processes associated with the areas of instruction, instructional services, and student services to maximize effectiveness, efficiency and quality of performance within the Academic Branch.

K. Officially represent the Academic Branch of the College to the community leaders, local, state and national groups, other educational institutions and advisory groups.

L. Assist the President in coordinating and integrating all programs of the College.

III. GOALS AND OBJECTIVES FOR 1978-79

A. Curriculum Review

The permanent and experimental curriculum will be reviewed with particular emphasis on the development of a philosophical framework for general education opportunities in the context of career programming.

1. A curriculum evaluation plan will be developed by which to assess the effectiveness of career and general education offerings by spring, 1979, for implementation in fall, 1979. (See Planning and Development, 3.)

2. The general education curriculum will be reviewed for possible reorganization into "competency clusters" by the end of the spring term, 1979, with the intent of implementing such clusters by fall, 1979.

B. Career Programs

Programs for career development will be added, expanded or modified from all currently defined career areas.

1. Two new degree programs in the technologies will be planned during this academic year for implementation either in fall, 1979, or spring, 1980.

2. All current associate degree programs will be reviewed to establish feasible one-year certificate options for each program for implementation in fall, 1979.

3. The public services career area will be reviewed with the intent of recommending programming to be developed in 1979-80.

C. Diversified Instructional Strategy

Individualized instruction models will be developed to meet diverse student needs and reflect concern for individual learning styles and varying skill levels of students.

1. A "total access" model composed of individualized, programmed, computer-assisted and competency based instruction will be developed by the end of the spring term, 1979, for implementation in fall, 1979.

2. All current "laboratory" instructional settings (AVT, Writing Lab, General Studies Laboratory) will be reviewed with the intent of developing a comprehensive learning resource center. Programming will be developed for fall, 1979, and the center will be provided space in either existing or new construction by fall, 1980.

D. Instructional Delivery Systems

Delivery systems for credit programming will be continually reviewed in order to increase the diversity of such systems with particular emphasis on schedule variation, video programming, modular instruction and other "nontraditional" systems.

1. Various approaches to description of student learning styles throughout the country will be reviewed in order to incorporate such diagnosis with the Testing/Assessment Program in Student Services by spring, 1979. (See Student Services, 2.)

2. Afternoon and weekend offerings will continue to be monitored on an on-going basis for expansion of services.

3. On-site instruction will be provided those businesses and industries requesting such services beginning fall, 1978, and continuing.

E. Community Education

Community education options will continue to increase and diversify.

1. A Community Resource Center will continue to be reviewed for implementation by spring, 1979.

2. The concept of a Community Education Advisory Council will be reviewed during fall, 1978, for implementation in spring, 1979.

F. Student Services

Student services will reflect emphasis on open access as well as continuous and decentralized service to all publics within the county.

1. Mail or telephone registration will be available to students registering for spring, 1979, classes.

2. Various approaches to description of student learning styles throughout the country will be reviewed in order to incorporate such diagnosis with the Testing/Assessment Program in Student Services by spring, 1979. (See Instructional Delivery Systems, 1.)

3. The General Studies Program will develop a plan for Institutes for Remediation, Development and Excellence to provide additional educational opportunities for remedial and advanced students.

4. A plan for on-going investigation of new target populations will be developed by the end of the fall term, 1978. (See Planning and Development, 5.)

5. An honors convocation or other event to recognize outstanding student performance will be developed for graduation, 1979.

6. The Student Retention Committee and the Academic Branch Council will monitor the effectiveness of on-going retention efforts and evaluate branch efforts at the end of the academic year.

7. A student services statement of philosophy and purpose will be developed by fall, 1978.

G. Staff Development and Evaluation

Staff development programs and appraisal systems for branch professional staff and services will be maintained and undergo evaluation each year.

1. Two major management workshops will be held for academic administration during 1978-79.

2. The need for a Phase II study of salary equity will be reviewed by September, 1978. If needed, the review will be completed by December, 1978.

3. All current Academic Branch evaluation instruments will be reviewed by August, 1978.

4. A branch-wide evaluation plan for academic staff will be implemented during the fall term, 1978.

5. A long-range staff development plan will be developed by December, 1978.

6. A staff development program for hourly staff will be developed by the end of the spring term, 1979. (See Charters, Operations Vice President and Assistant to the President.)

7. An outstanding staff award(s) will be developed and presented at graduation, 1979.

H. Planning and Development

A three-year educational master plan with accompanying self-study procedure will be completed and annually updated.

1. The Educational Master Plan will be completed by the end of the fall term, 1978.

2. A model for institutional self-study will be developed and implemented by August, 1978, for self-evaluation in preparation for NCA accreditation reaffirmation in 1980. (See Charter, Assistant to the President.)

3. A curriculum evaluation plan will be developed by which to assess the effectiveness of career and general education offerings by spring, 1979, for implementation in fall, 1979. (See Curriculum Review, 1.)

4. Funding opportunities with the National Endowment for the Arts and the Humanities and other national or private agencies will be explored with the intent of obtaining such funding for curricular improvement and innovation during 1979-80. (See Charter, Director of Development.)

5. A plan for on-going investigation of new target populations will be developed by the end of the fall term, 1978. (See Student Services, 4.)

IV. DELEGATED MANAGEMENT AUTHORITY

A. Approval

1. Budget

a. Approval of budgetary changes among programs and organizations in the Academic Branch which are within expenditure classifications.

b. Approval of all Academic Branch travel requests and expenditure forms.

c. Approval of all 7000 series expenditures.

d. Approval of all expenditures in excess of $300.

e. Approval of institutional memberships directly related to Academic Branch programs.

2. Personnel*

   a. Approval of all part-time hourly staff requests made by budget administrators.

   b. Approval of all work-study requests made by budget administrators.

   c. Approval of all temporary salaried staff requests made by budget administrators.

   d. Approval of all reports of absence forwarded by budget administrators.

   e. Approval of all vacation requests forwarded by budget administrators.

   f. Approval of requests for changes in status for part-time hourly staff, continuing education staff and part-time instructional staff.

   g. Approval of all branch staff evaluation procedures.

   h. Approval of all branch sabbatical leave, compensated leave and noncompensated leave requests.

3. Programs

   a. Approval of the College Catalog as developed by branch staff.

   b. Approval of all branch staff development activity.

   c. Approval of all materials related to admission, retention and graduation of students.

   d. Approval of organizational structure changes to facilitate program needs.

   e. Approval of all research and educational planning documents.

4. Contracts**

   a. Approval of Clinical Affiliate Agreements with other institutions in which students receive training in a setting virtually identical to that in which they will be working.

---

*All personnel actions are subject to Board approval.

**All contracts will be reviewed as to form by College counsel and where a transfer of funds is involved, the appropriate fiscal procedures (P.O.R.'s, etc.) will be followed.

b. Approval of agreements with community agencies to provide credit and non-credit instruction and instructional services.

c. Approval of contracts to employ performers in Student Activities.

d. Approval of film rental agreements for viewing by the campus population.

B. Recommendations

1. Budget

a. Recommendation of annual Academic Branch budget to the President.

b. Recommendation of inter-branch budgetary transfers within expenditure classification.

c. Recommendation of salary changes for full-time professional and hourly staff.

d. Recommendation of budget changes among expenditure series within the Academic Branch.

2. Personnel, Programs and Structure

a. Recommendation of all full-time staff appointments.

b. Recommendation of dismissal of any full-time staff.

c. Recommendation of salary adjustments for all full-time staff.

d. Recommendation of all contracts and agreements with outside agencies and institutions for educational programs and services.

e. Recommendation of all curricular changes including programs, courses, course titles and credit hours.

f. Recommendation of major organizational changes within the Academic Branch.

g. Recommendation of short- and long-range goals for the Academic Branch.

h. Recommendation of all policy affecting Academic Branch staff and programs.

V. CHARTER SUMMARY

Given that the Academic Vice President is carrying out the functions assigned to the office in an effective manner, the President is <u>not</u> expected to:

A. Prepare and monitor the Academic Branch budget.

B. Develop credit and non-credit curricula.

C. Provide student personnel and instructional support services.

D. Conduct evaluation of Academic Branch staff other than the Academic Vice President.

E. Make major organizational structure changes within the Academic Branch.

F. Resolve personnel, budgetary or programmatic problems within the branch unless those problems involve decision making beyond the delegated approval responsibility of the Academic Vice President.

G. Conduct analyses of cost effectiveness of Academic Branch programming.

H. Provide educational leadership in the development of long-range planning for the Academic Branch.

I. Develop policy and procedures related to Academic Branch staff and programs.

J. Carry out any responsibilities assigned to the Academic Vice President.

The President is expected to:

A. Periodically review the performance of the branch based on the progressive realization of the accountabilities set forth herein.

B. Review branch plans and recommendations.

C. Provide advice, counsel and supportive leadership to assist the Academic Vice President in the positive realization of this Charter.

These Charter conditions are mutually acceptable to the undersigned:

_____ _____

Judith S. Eaton — Date
Academic Vice President

_____ _____

John E. Cleek — Date
President

JOHNSON COUNTY COMMUNITY COLLEGE
College Boulevard at Quivira Road
Overland Park, Kansas

CHARTER OF ACCOUNTABILITY

OFFICE OF THE ASSISTANT TO THE ACADEMIC VICE PRESIDENT

I. MISSION

The Assistant to the Academic Vice President is responsible for providing internal consultant services to administrators in the academic areas of program planning and evaluation, monitoring curriculum, and planning, implementing and evaluating alternative methods/modes of learning. The assistant is also responsible for all staff development, staff evaluation, branch policy articulation and committee liaison in the Academic Branch. He will provide assistance in the development of grant proposals and educational master planning.

II. POSITION DESCRIPTION

A. Develop and maintain an on-going staff appraisal plan for the Academic Branch.

B. Develop and maintain an on-going staff development plan for the Academic Branch.

C. Provide assistance in developing the master plan in the areas of staff appraisal, staff development, program evaluation, program planning and curriculum.

D. Assist the administrators of the branch in areas of program planning and evaluation, grant development, monitoring curriculum, and planning, implementing and evaluating alternative methods/modes of learning.

E. Update all Academic Branch policies and procedures and articulate them to the branch staff.

F. Within the scope of expertise of this position, assist the Academic Vice President in accomplishing the objectives established for that office.

G. At the direction of the Academic Vice President, officially represent the Academic Branch of the College to community leaders, local, state and national groups, other educational institutions and advisory groups.

III. GOALS AND OBJECTIVES FOR 1978-79

A. Curriculum Review

Monitor the permanent and experimental curriculum review with emphasis placed on the philosophical framework for general education opportunities in the context of career programming.

1. Coordinate the development of a curriculum evaluation plan to assess the effectiveness of career and general education offerings by spring, 1979.

2. As liaison for the Academic Vice President, attend at least 90% of the College curriculum committee meetings during 1978-79.

3. Review all experimental and permanent courses, and by May 30, 1979, complete and submit a recommended list to the Academic Vice President of experimental courses that have potential characteristics to fit into "competency clusters."

B. Instructional Delivery System

Monitor the delivery systems for credit programming in the areas of competency-based instruction and other "nontraditional" systems.

1. A file on competency-based and other "nontraditional" instructional materials utilized at the College will be developed 1978-79.

2. A file will be developed which will contain competency-based and other "nontraditional" materials being implemented at other colleges during 1978-79.

3. Assist the Academic Vice President in coordinating the W. K. Kellogg project 1978-79.

4. Attend at least one conference that addresses the state of the art in nontraditional learning 1978-79.

C. Staff Development and Evaluation

Maintain and evaluate each year the staff development program and appraisal system for branch staff.

1. Two major management workshops designed for the academic administration will be conducted during 1978-79.

2. Data required to determine the need for a Phase II study of salary equity will be compiled by August, 1978.

3. A faculty and counselor appraisal plan that incorporates faculty review and assessment of current evaluation instruments and elements

for developing professional growth plans will be implemented during the fall term of 1978.

4. Modified Charters of Accountability for coordinators, librarians and salaried specialists will be developed by October, 1978.

5. Staff in-service days for 1978-79 will be planned with an in-service agenda available to the staff at least two weeks prior to the in-service activities.

6. Receive approval of plans and present the part-time faculty orientation activities for fall and spring semesters, 1978-79.

7. Develop and implement an approved plan for orientation of new faculty by August 1, 1978.

8. A faculty handbook will be developed by December 15, 1978, and revised/updated by May, 1979.

9. An Academic Branch Manual of all current policies and procedures will be developed by December 15, 1978.

10. As liaison for the Academic Vice President, attend at least 90% of the Staff Development and Evaluation Committee meetings during the 1978-79 academic year.

11. Attend at least one national conference that addresses staff development and/or evaluation during 1978-79.

12. Conduct an evaluation of the staff appraisal plan by May, 1979.

D. Planning and Development

Input into the Educational Master Plan will be provided in the areas of staff appraisal, staff development, program evaluation, program planning and curriculum.

1. Submit to the Academic Vice President a three-year, long-range staff development plan for the Academic Branch by December, 1978.

2. Submit to the Academic Vice President a three-year, long-range staff appraisal plan for the Academic Branch by May, 1979.

These Charter conditions are mutually acceptable to the undersigned:

Arthur Schmidt Assistant to the Academic Vice President	Date
Judith S. Eaton Academic Vice President	Date

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JOHNSON COUNTY COMMUNITY COLLEGE
College Boulevard at Quivira Road
Overland Park, Kansas

CHARTER OF ACCOUNTABILITY

OFFICE OF INSTITUTIONAL RESEARCH

I. MISSION

The Director of Institutional Research of Johnson County Community College is directly responsible to the Academic Vice President of the College and supplies the leadership for providing efficient and effective research services and expertise to instructional and management staff consistent with the goals, objectives, priorities and resources of the College. The emphasis is on activities which relate directly to academic programs. Research services include consultation, feasibility analysis, planning assistance, evaluation, surveys, data collection and analysis, documentation and dissemination.

II. POSITION RESPONSIBILITIES

A. Develop and recommend to the Academic Vice President ideas for institutional research projects to be used as input for short- and long-range educational planning.

B. Coordinate the implementation of institutional research projects proposed by College staff and approved by the Academic Vice President.

C. Implement the approved institutional research budget using sound management principles to ensure that maximum benefits are obtained for the College.

D. Develop and maintain effective communications with College staff concerning institutional research studies and available resources.

E. Provide leadership in selecting and developing a staff capable of providing services requested to support the institutional research division function and College mission.

F. Provide leadership in promoting an awareness by College staff that carefully planned and well-executed institutional research can aid the College in achieving its educational mission.

G. Provide leadership in coordinating requests from College staff for research assistance.

H. Cooperate with the Director of Educational Data Systems in identifying components for a current integrated institutional data base.

I. Respond to internal and external requests for data about the College and community.

J. Provide instructional classroom support such as occasional lectures and assistance to students conducting research projects.

K. Perform other duties as assigned by the Academic Vice President.

III. GOALS AND OBJECTIVES FOR 1978-79

A. Academic Programs

Propose, develop and complete planning activities and reports for the Academic Branch.

1. Provide the Academic Vice President with the research assistance needed to complete a three-year Educational Master Plan by the end of the 1978 fall term.

2. Provide the Academic Vice President with the assistance needed to develop a model for institutional self-study by August, 1978, and coordinate the North Central Self-Study activities using the model.

3. Conduct a demographic and needs survey of a random sample of county high school juniors and seniors during fall, 1978. Results will be documented in a report to be completed summer, 1979.

4. Complete the compilation of the spring, 1978, survey to collect JCCC student demographic data and opinion of current and proposed instructional programs. Document results in a written report.

5. Coordinate the completion of the career student follow-up for the class of 1978. Results will be documented in a written report to be completed summer, 1979.

6. Assist instructional staff in the development of a curriculum evaluation plan. The data collected from the data processing students as a pilot project for career programs will be compiled and documented in a written report by the end of the 1978 fall term.

7. Continue to cooperate with the counseling staff in the development of a student self-assessment program to aid students in course selection and in planning for the future. Assistance will be furnished in the form of consultation, data analyses and written reports.

8. Assist other programs in meeting their goals by providing data and research assistance.

9. If needs are identified for community and employer surveys to develop a data base for additional program development, an attempt

will be made to respond to the requests either by incorporating the project into on-going activities or by temporarily delaying a less urgent research project.

B. Institutional Projects

Conduct research studies and participate in activities which apply to overall College operations.

1. Conduct the annual salary competitiveness study for instructional staff and document results in a written report by April, 1979.

2. Continue the development of procedures to examine academic program enrollment, program costs and individual staff productivity. Data summaries based on fall course offerings should be completed during December, 1978. Productivity estimates will be developed in cooperation with the Assistant to the Academic Vice President.

3. Participate in the management development program for administrative staff and encourage other research staff to participate in relevant programs offered by JCCC.

C. Information Services

Coordinate the completion of regularly scheduled internal and external data reports.

1. Complete the following internal reports for summer, fall and spring:

   Credit hour enrollment by residency and student classification
   Number of faculty, sections, instructor credit hours, student headcount and student credit hours by instructor classification within each program and division
   Instructor and direct support staff costs by instructional program and division
   Individual instructor assignments citing student credit hours, number of sections, number of instructor credit hours and salary
   Time and day comparisons for headcount, sections and student credit hours
   Average class size by program and division
   Grade distribution by division and program (fall only)
   Grade point average distributions by number of earned credit hours (fall only)

2. Coordinate the completion of the following HEGIS reports for 1978-79: Institutional Characteristics (July, 1978), Degrees and Other Formal Awards (August, 1978), Opening Fall Enrollment (October, 1978), Financial Statistics (October, 1978), Salaries, Tenure and Fringe Benefits (November, 1978). Every even numbered year a Compliance Report must also be completed (December, 1978). Every odd numbered year the Libraries Report is due. Physical Facilities and

Adult and Continuing Education may be due if JCCC is selected as part of sample.

3. Complete the following regularly scheduled reports for the Kansas State Department of Education (KSDE) or other Kansas agencies as requested:

   KSDE--Summary Data for Kansas Education Directory (August)
   1202 Commission Facilities Inventory (September ?)
   Kansas Higher Education Enrollment Report (August, September and February)
   KSDE--Two-Year College Report (October)
   KSDE--Salaries and Fringe Benefits (January)

4. Complete the following other regular reports requesting data:

   September
   Chronicle Guidance Annual Update

   October
   Veterans' Cost of Instruction Program Verification (October and March)
   AACJC--Data for College Directory
   Guide to Two-Year Colleges
   ACT's Two-Year Colleges Enrollment Study
   AAUP Verification of HEGIS Data Plus Retirement Information

   November
   Bureau of Census Annual Survey of Government Employees

   February
   National Science Foundation--Scientists and Engineers
   American College Testing Update of Institutional Data

   March
   College Facts Chart--National Beta Club
   Peterson's Guides Yearbook
   AACJC Enrollment Verification

   May
   Veterans' Cost of Instruction Program Application
   North Central Association Institutional Annual Report

   Monthly
   Bureau of Labor Statistics Monthly Payroll Data

5. Complete the following other internal enrollment reports:

   Number of Quick Step students (fall and spring)
   Number of Johnson County spring high school graduates attending JCCC fall semester (fall)

Proportion of Johnson County population attending JCCC by age groups, sex and selected geographic regions (fall)
Credit hour enrollment in career programs by residency and student classification for affidavit students (June)
Johnson County public high school senior enrollment by school (spring)

6. Complete the following annual services for career programs:

   Rank nursing and dental hygiene candidates using specified criteria (spring)
   Rank commercial art candidates using specified criteria (fall and spring)
   Incorporate board results for nursing and dental hygiene graduates into respective component summaries when results are received

7. Continue to cooperate with the data processing staff to work for the development of an expanded computerized data retrieval system.

8. Continue to cooperate with area educational institutions in the exchange of information pertaining to educational needs of the community.

9. Monitor the progress of students awarded a high school scholarship while they are enrolled at JCCC.

D. Community Service and Other Activities

Serve as a demography and research resource to the community where appropriate and encourage an awareness of the College's capabilities.

1. Work with the Kansas Association of Community Colleges in the development of a follow-up study for Kansas community college students.

2. Update booklet "Population Growth Patterns for Johnson County, Kansas," to include 1978 county census data by fall, 1978.

3. Host the annual meeting of the Kansas section of the Mathematical Association of America (spring, 1979).

4. Coordinate the Metropolitan Consumer Food Products Survey sponsored by the Kansas City Star in accordance with the written contract.

5. Complete during fall, 1978, the Johnson County 1978 Wage-Salary and Fringe Benefits Survey conducted in cooperation with the Overland Park Chamber of Commerce. During spring, 1979, begin planning for 1979 study. Data are used for internal salary competitiveness purposes and for assessing salaries likely to be paid graduates of proposed new career programs.

IV. DELEGATED MANAGEMENT AUTHORITY

A. Approval

1. Budget

a. Approval of College transfer expenditure requests (e.g., bookstore, food service and in-stock supplies) within approved management budget.

b. Approval of purchase order requests for 8000 series within the guidelines specified by the Executive Council.

c. Approval of travel expenses reimbursement requests less than 110% of the requested amount.

d. Approval of invoices against Board-approved expenditure purchase orders within management budget.

e. Approval of allocation changes for 8000 series within prescribed guidelines.

2. Personnel

a. Approval of vacation requests for Institutional Research staff.

b. Approval of reports of absence for Institutional Research staff.

c. Approval of hours worked, work schedules and assignments for employees in the division.

d. Approval of staff accountability plans.

3. Other

a. Approval of routine division procedures.

b. Approval of routine staff requests that do not require other line authority approval.

B. Recommendations

1. Budget

a. Recommendation of annual Institutional Research budget to the Academic Vice President.

b. Recommend allocation changes within 7000 series.

c. Recommendation of budgetary changes for the Institutional Research Division which are between series and funds.

d. Recommendation of request for bid, travel and expense requests and purchase orders (capital and those specified by guidelines) to the Academic Vice President for Board approval.

2. Personnel

a. Recommendation of full-time and part-time Institutional Research staff appointments.

b. Recommendation of the employment status of all employees in the division to the Academic Vice President.

3. Institutional Research

a. Recommendation of research projects which would benefit the College.

b. Recommendation of Institutional Research policies and procedures affecting the College's operation in fulfilling its mission.

V. CHARTER SUMMARY

The Academic Vice President expects that the Director of Institutional Research will assume a large measure of self-direction in managing the affairs of the division under the terms and conditions of this Charter.

A. The Academic Vice President is not expected to:

1. Manage the internal affairs of the division.

2. Evaluate the Institutional Research staff other than the director.

3. Carry out responsibilities delegated to the Director of Institutional Research that are approved in this Charter.

4. Prepare and monitor the Institutional Research Budget.

B. The Academic Vice President is expected to:

1. Review periodically the performance of the Director of Institutional Research based on the progressive achievement of the accountabilities stated in this document.

2. Review and react to division plans and recommendations presented to the Academic Vice President.

3. Provide advice, counsel and supportive leadership to assist the Director of Institutional Research in the positive achievement of this Charter.

These Charter conditions are mutually acceptable to the undersigned:

Elaine L. Tatham Director of Institutional Research	Date
Judith S. Eaton Academic Vice President	Date

JOHNSON COUNTY COMMUNITY COLLEGE
College Boulevard at Quivira Road
Overland Park, Kansas

CHARTER OF ACCOUNTABILITY

OFFICE OF THE DEAN OF INSTRUCTION

I. MISSION

The Office of the Dean of Instruction shall be responsible for the administration of all direct instructional services and support services provided by the College through the divisions of Business and Economics, Communications and Arts, Engineering and Technology, Humanities and Social Sciences, Natural and Health Related Sciences, Physical Development, Continuing Education and Library Services. It is the purpose of the instructional area to provide the experiences for learning through programs, courses and services designed to meet the educational needs of the community for college transfer, career and continuing education. Further, it is the purpose of this area to provide adequate library and audio-visual support services to these programs and the community.

The Dean of Instruction will provide leadership, coordination and support in the development, implementation, maintenance and evaluation of quality educational programs and services for that portion of the Academic Branch broadly described as the instructional area.

II. POSITION RESPONSIBILITIES

A. Be responsible for developing, clarifying and communicating the philosophy, goals and functions of the instructional programs of the College.

B. Review and recommend the annual budget for the appropriate divisions.

C. Be responsible for the preparation of the schedule of credit classes and the schedule of noncredit classes.

D. Coordinate the recruitment, screening, recommendations and selection of all new staff in the instructional area.

E. Supervise the preparation of reports required by the State Department of Education.

F. Be responsible for providing library, audio-visual and television services in support of College activities.

G. Coordinate all business matters relating to the instructional divisions. Approve expenditures in accordance with established guidelines.

H. Appraise the performance of division directors. Coordinate the performance appraisal of all employees in the instructional area.

I. With the Dean of Student Services, prepare the Academic Branch Administrative Calendar for approval.

J. Represent the College and branch at appropriate local, state and national conferences, workshops and institutes for professional growth and to foster program development.

K. Be responsible for maintenance of the branch file of instructors' gradebooks, approved course proposals, textbook adoptions, class schedules, State Department of Education course approval and vocational reports.

L. Serve on branch and College-wide committees as appointed or elected.

M. Assume other duties as delegated or assigned by the Academic Vice President.

III. GOALS AND OBJECTIVES FOR 1978-79

A. Curriculum

Provide a system for delivery and revision of the curriculum.

1. Implement a curriculum evaluation plan to assess the effectiveness of the career and general education curriculum by fall, 1979.

2. Review the general education curriculum for reorganization into "competency clusters" by the end of the spring semester, 1979, with implementation proposed for fall, 1979.

3. Materials will be developed to integrate instruction in the humanities into at least two career programs by spring, 1979.

4. A plan to foster continuing integration of general education into career programs will be developed by April 1, 1979.

B. Career Programs

New career programs will be reviewed and recommended for implementation when appropriate.

1. The scope of the curriculum and the sequence of courses in all career programs will be reviewed by December 31, 1978. Any resulting recommendations for modification will be prepared by April 15, 1979.

2. Subject to the results of a feasibility study, a recommendation for curriculum development in the public services career area will be submitted by December 31, 1978.

3. Twelve new degree career programs (see notification of intent to begin a new program) will be planned during the academic year for implementation in fall, 1979, or spring, 1980.

4. Current associate degree programs will be reviewed to establish certificate options for implementation fall, 1979.

C. Diversified Instructional Strategy

Meet diverse student needs and reflect concern for individual learning styles and varying skill levels of students.

1. Materials will be developed for offering five liberal arts transfer courses on a "by arrangement" basis beginning fall, 1979.

2. All current "laboratory" instructional settings (AVT, Writing Lab, General Studies Program) will be reviewed with the intent to developing a comprehensive learning resource center. Programming will be developed for fall, 1979, and the center will be provided space in either existing or new construction by fall, 1980.

D. Instructional Delivery Systems

Provide a variety of instructional delivery systems to accommodate unique student and community circumstances.

1. Ten courses will be conducted on business and agency sites by June 30, 1979.

2. Afternoon and weekend offerings will continue to be monitored on an on-going basis for coordination and expansion of curriculum and services provided.

3. Video programming services to faculty will increase by 10% and programming by cable will increase by 50%.

4. Determine maximum class size for each course in the curriculum by November 1, 1978.

E. Continuing Education

Increase and diversify continuing education options.

1. The concept of a Community Education Advisory Council will be reviewed during fall, 1978, for implementation in spring, 1979.

2. Provide a program of continuing education for nurses in one other JCCC associate degree career program.

F. Staff Development and Evaluation

1. Support and coordination will be provided in the development and implementation of a faculty appraisal plan during the fall semester of 1978.

2. Individual professional development plans will be prepared for all full-time staff by April 1, 1979.

G. Planning and Development

1. Assist in the preparation of three-year staff development and staff appraisal plans.

2. Determine the acceptable full-time to part-time instructor ratio in all instructional areas by December 1, 1978.

3. Encourage state and federal funding in support of library and instructional programs, resulting in receiving at least six grants during the academic year including one dedicated to curriculum improvement and innovation during 1979-80.

4. Support the development of the Educational Master Plan to be completed by the end of the fall semester, 1978.

5. Advisory committees will hold at least one meeting each semester.

6. Reports for North Central accreditation review will be prepared as required.

7. Review the organizational structure of the instructional area with a report of the review to be submitted to the Academic Vice President by December 15, 1978.

H. Library Services

1. Following a study of the library security system, provide recommendations for modification by February 1, 1979.

2. Implement an automated library acquisition system by February 15, 1979.

3. Implement a new cataloging system by November 15, 1978.

4. Determine student/faculty use of library services through systematic record keeping. A plan describing the record keeping system will be prepared by September 15, 1978.

5. Library Services Division will expand hours of operation to approximately eighty hours per week.

I. Accountability

Implement a performance-based accountability plan.

1. Support and coordination will be provided in the development of accountability plans for coordinators, librarians and salaried specialists by October, 1978.

2. Accountability charters for all division directors will be completed by August 1, 1978, and reviewed at least once each semester.

3. An annual report detailing accomplishments in the instructional area will be provided by June 30, 1979.

4. An Academic Branch Administrative Calendar detailing critical reporting deadlines for the academic year will be prepared and distributed by June 30, 1979.

5. A "Standard Program Inventory" of capital items will be developed for each program by January 1, 1979.

J. Professional Development

1. Attend at least one conference that addresses the subject of current systems for delivering instructional services.

2. Complete at least one graduate credit course of instruction by June 30, 1979.

K. Personnel

Provide competent and qualified personnel to plan, develop, implement and supervise quality instruction at JCCC.

Support the Personnel Office and the faculty in meeting State Department of Education certification requirements.

IV. DELEGATED MANAGEMENT AUTHORITY

A. Approval

1. Budget

a. Approval of capital item (9000 series) expenditures of less than $300.

b. Approval of all interorganizational transfer of funds (e.g., bookstore, food service, in-stock supplies) of less than $300.

2. Personnel

a. Approval of appropriate time sheets for clerical staff and temporary staff.

b. Approval of student grade changes.

c. Approval of division directors' Charters of Accountability.

3. Programs

a. Approval of the schedule of classes.

b. Approval of class additions and cancellations.

c. Approval of selection of class locations.

d. Approval of maximum class size.

e. Approval of course fees charged within established guidelines.

f. Approval of course descriptions.

g. Approval of required textbooks and supplementary publications.

h. Approval of requests for advanced standing credit.

B. Recommendations

1. Budget

a. Recommendation of annual instructional area budget to the Academic Vice President.

b. Recommendation of budget change between programs, organizations and within and between expenditure classifications.

c. Recommendation of institutional memberships related to instruction.

d. Recommendation of all requests for travel (8315), leave, release time and special projects.

e. Recommendation of all expenditure requests of over $300.

2. Personnel

a. Recommendation of all temporary and full-time staff and consultant appointments (7000 series).

b. Recommendation of salary adjustments for full-time staff.

c. Recommendation of dismissal of any full-time staff.

d. Recommendation of change in status for part-time and full-time staff.

e. Recommendation of instructor salary and fee structure for courses.

f. Recommendation of all absence reports.

3. Program

a. Recommendation of agreements to provide educational programs and services to agencies, institutions and individuals.

b. Recommendation of organizational changes within the instructional area.

c. Recommendation of short- and long-range goals for instruction.

V. CHARTER SUMMARY

Given that the Dean of Instruction is carrying out the functions assigned to the office in an effective manner, the Academic Vice President is not expected to:

A. Prepare and monitor the instructional budget.

B. Develop noncredit or credit curricula.

C. Provide career, transfer, continuing education or library services.

D. Conduct evaluation of instructional personnel other than the Dean of Instruction.

E. Assign tasks to or monitor the performance of those employed in instructional programs.

F. Resolve personnel, budgetary or program problems within the instructional programs unless those problems involve decision making beyond the delegated approval responsibility of the Dean of Instruction.

G. Compile vocational reports for the State Department of Education.

H. Develop and implement procedures related to instructional programs without consulting the Dean of Instruction.

I. Carry out responsibilities assigned to the Dean of Instruction.

The Academic Vice President is expected to:

A. Review instructional program plans and recommendations.

B. Provide advice, counsel and supportive leadership to assist the Dean of Instruction in the positive realization of this Charter.

C. Tell me what is expected of me, inform me of my constraints, let me do my job, let me know how I am doing and reward my accomplishment.

D. Review and respond, in a timely manner, to all recommendations made by the Dean of Instruction, and maintain a clear channel of communication between the Office of the Academic Vice President and the instructional area.

These Charter conditions are mutually acceptable to the undersigned:

Dane Lonborg Dean of Instruction	Date
Judith S. Eaton Academic Vice President	Date

JOHNSON COUNTY COMMUNITY COLLEGE
College Boulevard at Quivira Road
Overland Park, Kansas

CHARTER OF ACCOUNTABILITY

DIVISION OF BUSINESS AND ECONOMICS

I. MISSION

The mission of the Business and Economics Division is to plan, develop and implement a comprehensive business curriculum consisting of quality educational experiences for residents of Johnson County within the scope of the mission of the College. Continuing education, community services, college transfer, degree and certificate programs will be provided through articulation with the business community, colleges and universities. Emphasis will be placed on consumer awareness and providing students with educational opportunities leading to success in employment or in the pursuit of an advanced degree.

It is the mission of the division director to provide the administrative leadership, supervision and coordination at the division level required to achieve the above stated mission within the guidelines established by the institution for effective management.

II. POSITION RESPONSIBILITIES

A. Summary

The division director is the designated leader within the division, has line responsibility to the Academic Vice President through the appropriate Dean(s) and is responsible for planning, organizing, supervising and administering instructional activities offered through the appropriate division of the Academic Branch.

B. Responsibilities

1. Budget

a. Develop and recommend the fiscal year operating budget for the division in accordance with prescribed guidelines. Administer the division operating budget for the current fiscal year within parameters established by the College Board of Trustees.

b. Provide leadership in evaluating the need for and recommending materials and equipment necessary for effective maintenance and implementation of educational programs within the division. Be responsible for the control and maintenance of equipment in the division. Assume responsibility for maintaining an accurate inventory of equipment within the division.

2. Personnel

   a. Schedule and conduct regular meetings of the division.

   b. Recruit, interview, recommend and supervise division staff, and assist in monitoring certification of instructors.

   c. Evaluate the staff within the division and make a recommendation for retention, nonretention, promotion and/or special merit consideration.

   d. Develop and recommend class schedules and assignment of instructors for credit and noncredit courses.

   e. Provide for an effective two-way channel of communication between the administration and division staff.

   f. Orient new full- and part-time faculty to the division and coordinate professional development activities.

   g. Have direct line authority over division staff and be responsible for all educational programs within the division.

   h. Be responsible for expressing and supporting administrative decisions, College policies and operating procedures to the staff.

3. Program

   a. Evaluate, review and recommend revisions of curriculum, course outlines and syllabi, and selection of textbooks within the division.

   b. Study the educational needs of the community and coordinate with the Director of Continuing Education, Director of Community Services and various county agencies and organizations in the development and implementation of continuing education courses and activities to serve the Johnson County community.

   c. Maintain planning contacts with various local agencies and organizations including advisory committees and individuals who have requested a contracted instructional service.

   d. Work through the appropriate Dean(s) to assure that the education programs within the division comply with existing state and College regulations.

   e. Assume responsibility for supervising and evaluating activities and the instruction of all courses, day or evening, conducted within the division.

f. Actively assist in the planning, development and promotion of ways and means for improving instruction.

g. Ascertain that all classes are met as scheduled, or that suitable alternatives are provided.

4. Other

a. Develop goals and objectives to be met in keeping with the more broadly stated goals of the branch.

b. By June 15 of each year submit a written report by program delineating accomplishments and recommendations for improvement for succeeding fiscal years.

c. Assist with articulation of junior/senior and graduate level courses offered in Johnson County with courses offered by Johnson County Community College.

d. Assist the Dean of Student Services in articulation with high schools, four-year colleges and the community.

e. Prepare project status and related reports as required by federal, state and local officials and agencies.

f. Coordinate research and grant activities as requested.

g. Coordinate registration of continuing education students with the Admissions Office.

h. Serve on community and national organizations; attend conferences, workshops and institutes; and assist in the promotion of the instructional program as required.

i. Serve on College committees as appointed or elected; perform special assignments as required.

j. Perform other duties as delegated or assigned by the Dean of Instruction.

III. GOALS AND OBJECTIVES FOR 1978-79

A. Curriculum Review

To encourage continued development of a business curriculum to fit the needs of the residents of Johnson County.

1. Cooperate with other division directors in assessing need for Home Management, Public Administration and Cooperative Special Needs programs.

2. Spend one meeting per month with each program in review of present offerings.

3. Review all new course offerings for each program and make recommendations to the Curriculum Committee.

4. Prepare reports required for North Central accreditation review.

5. Continue with research of the computer programming curriculum, and add additional courses as needed.

B. Career Programs

Programs for career development will be reviewed, expanded or modified from currently defined division career areas.

1. Schedule a minimum of one advisory committee meeting per semester for each program. A copy of the minutes of each meeting will be submitted to the Dean of Instruction.

2. With the cooperation of Institutional Research, evaluate the Data Processing Program by January 1, 1979.

3. Explore additional certificate options with recommendations to the Dean of Instruction by February 1, 1979.

4. Expand the Fashion and Marketing and Management Programs as evidenced by the development of evening seminars for 20 to 30 full-time employed students. Set the maximum number of students in the programs at 70 for the 1978-79 school year.

5. Review and evaluate existing seminar classes utilizing the expertise of program advisory committees, outside consultants and student critiques. To be completed by March 1, 1979.

6. Research, develop and implement a one-year program in diversified business areas for students with learning disabilities by fall, 1979. (See Curriculum Review.)

7. Evaluate the secretarial careers curriculum to determine the possibility of broadening the course offerings by adding courses in Medical and Legal Dictation/Transcription and Medical and Legal Secretarial Procedures; study to be completed by February 1, 1979.

8. Expand the Chefs Apprentice Program, the second year of the program. This will allow more time for essential in-depth technical courses.

9. Promote the career programs throughout the area high schools.

10. Develop stronger ties with the Missouri and Kansas Business Association (MRA, Kansas Chamber of Commerce, etc.).

11. Add a Home Management Program and begin all specialized classes in the 1979-80 school year. This will allow those students now unable to get home living related courses a chance to work toward a definite goal.

12. Investigate the feasibility of expanding the curriculum in the areas of real estate and life insurance. Study to be completed by February 1, 1979, with the assistance of Institutional Research.

13. Provide the Dean of Instruction with all completed vocational forms within one week of due dates specified by the State Department.

14. The scope of the curriculum and the sequence of courses in all career programs will be reviewed by December 31, 1978. Any resulting recommendations for modification will be submitted to the Dean of Instruction by March 1, 1979.

C. Diversified Instructional Strategy

Individualized instruction models will be developed to meet diverse student needs and reflect concern for individual learning styles and varying skill levels of students.

1. All current "laboratory" instructional settings (typing, shorthand, medical transcription) will be reviewed with the intent of developing a comprehensive Learning Resource Center. Programming will be developed for fall, 1979, and the Center will be provided space in either existing or new construction by fall, 1980.

2. Following the model developed in Economics I, five individual instructional units will be developed by the end of spring semester, 1979.

3. Develop at least one course by February 1, 1979, to be offered on a "by arrangement" basis fall, 1979.

D. Instructional Delivery Systems

Delivery systems for credit programming will be continually reviewed in order to increase the diversity of such systems with particular emphasis on schedule variation, video programming, modular instruction and other "nontraditional" systems.

1. Afternoon and weekend offerings will continue to be monitored on an on-going basis for expansion of services.

2. Various scheduling options will be made available.

3. On-site instruction will be provided those businesses and industries requesting such services beginning fall, 1978, and continuing.

E. Planning and Development

1. Support the development of the Educational Master Plan to be completed by December 15, 1978.

2. A self study will be conducted (spring, 1979).

3. A "Standard Program Inventory" of capital items will be developed for each program by January 1, 1979.

F. Community Education

Eliminate continuing education offerings that have been unsuccessful in the past.

G. Staff Development and Evaluation

Staff development programs and appraisal systems for branch professional staff and services will be maintained and undergo evaluation each year.

1. Conduct an orientation program for all part-time instructors (slide/tape mediated orientation to be prepared for use in the fall semester, 1979).

2. Direct the division staff to plan an orientation for new full-time instructors to services available and areas of responsibility by February 1, 1979.

3. Assist a minimum of two division staff members to participate in professional study and scholarly endeavors through planned professional development.

4. Submit a budget which will provide adequate funds for professional travel and development for the budget year 1979.

5. Develop in-service program for in-service days making the program available to all staff--full- and part-time.

6. Create evaluation form for evaluation of coordinators by employers by March 1, 1979.

7. Attend State Business Education meeting in Wichita, Kansas, during January, 1979.

8. Attend Mountain Plains Business Education meeting in 1979.

9. Attend American Vocational meeting in December, 1978, in Dallas, Texas.

10. Attend the Regional Deans of Collegiate Schools of Business meeting in the fall of 1978.

11. Help all full-time instructors and coordinators develop an accountability plan by October 15, 1978.

H. Articulation

Improve articulation with business leaders, transfer colleges and high schools.

1. Visit a minimum of four state universities by May 1, 1978--Kansas State, Pittsburg, Wichita State, University of Missouri.

2. Speak at a minimum of three business organizations by May 1, 1979.

3. Plan an appreciation dinner for Johnson County business teachers by November, 1978.

I. Staff Communications

Improve staff administrative communications within the division.

1. Develop a system of two combined meetings of part-time and full-time staff per semester.

2. Invite at least three branch administrators to attend Business and Economics Division meetings.

3. Request two meetings per semester between division and College President.

4. Host two division social gatherings during school year.

5. Offer five continuing education courses to Johnson County Community College staff for staff development.

6. Provide a system of written communications within the division by use of a division calendar and monthly written report.

7. Provide a working calendar of projects and due dates each month based on calendar provided by the Dean of Instruction.

8. Meet with the division staff once each month during the academic year. The Dean of Instruction will be provided with a copy of the agenda for each meeting.

9. Meet with career coordinators once per month to discuss trends as seen in the business community.

J. Professional Development

Develop a personal professional development program including formal courses and participation at state, regional and national levels.

1. Enroll in a minimum of six hours credit classes at the graduate level.

2. Develop a sabbatical leave proposal to work in business for April, May, June and July of 1980.

3. Attend state, regional and national meetings (see Staff Development and Evaluation).

4. Develop a planned professional development program for all full-time staff by March 1, 1979.

IV. DELEGATED MANAGEMENT AUTHORITY

A. Approval

1. Budget

a. Approval of all interorganizational transfer of funds (e.g., bookstore, food service, in-stock supplies) of less than $300.

b. Approval of 8000 series purchase order requests of less than $300 with the exception of line items 8310 and 8315.

c. Within prescribed guidelines approval of 8000 series budgetary changes.

2. Personnel

a. Approval of staff accountability plans.

b. Approval of all substitute assignments.

c. Approval of time sheets submitted by hourly employees of the division.

d. Approval of instructor assignment within established guidelines.

3. Student

a. Approval of student request to add courses or change sections after start of classes.

b. Approval of student request to enroll in closed classes.

c. Approval of field trip requests.

d. Approval of independent study.

4. Other

   a. Approval of routine requests by staff that do not require other line authority approval.

   b. Approval of course abstracts and course outlines within established guidelines.

   c. Approval of supplementary materials as submitted by instructors.

   d. Approval of routine division procedures.

B. Recommendations

1. Budget

   a. Recommend an annual organization budget by program.

   b. Recommend budget for new programs.

   c. Recommend all capital, personnel and travel expenditures.

   d. Recommend 7000 series budget allocation changes.

   e. Recommend budget change between series, funds and programs.

   f. Recommend all expenditures of over $300.

2. Personnel

   a. Recommend the appointment, retention, reassignment and dismissal of division staff.

   b. Recommend approval of summer projects and instructor release time.

   c. Recommend approval of conference request and related travel and expenses.

   d. Recommend candidates for program advisory committees.

   e. Recommend payment for substitute instruction.

   f. Recommend approval of staff absences and leave requests.

   g. Recommend approval of part-time and overload assignments.

   h. Recommend approval of all division personnel items including consultants.

3. Program

   a. Recommend changes in credit and noncredit curriculum.

   b. Recommend policy and procedures affecting programs in the division.

   c. Recommend program goals and objectives.

   d. Recommend approval of that portion of the College Catalog specifically relating to the division.

   e. Recommend approval of all credit and noncredit scheduling of classes for the division.

   f. Recommend approval of all program reports being submitted to the State Department of Education, Vocational Division, forwarded from the division.

   g. Recommend approval of selection of class locations.

   h. Recommend approval of course fees charged within established guidelines.

   i. Recommend approval of course descriptions submitted by instructors.

   j. Recommend cancellation of scheduled classes due to insufficient enrollment or other cause.

   k. Recommend optimum class size.

   l. Recommend approval of certificate and two-year career programs.

4. Student

   a. Recommend approval of all grade changes and assignment of Contract I submitted by division staff.

   b. Recommend approval of all advanced standing credit for the division.

5. Other

   a. Recommend approval of grant requests and reports having to do with budget and operations of the division.

   b. Recommend approval of all programming or packaging of materials designed to provide information or generate interest in division programs.

   c. Recommend approval of textbooks and supplemental publications.

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d. Recommend revision of existing policies and procedures.

e. Recommend contracts and agreements with outside agencies.

V. CHARTER SUMMARY

Given that the division director is carrying out the functions assigned to the office in an effective manner, the Dean of Instruction is not expected to:

A. Prepare or monitor the division budget with the exception of personnel, travel and capital items.

B. Develop curricula or curriculum materials for courses or programs offered by the division.

C. Conduct a formal evaluation of personnel other than the division director.

D. Resolve personnel, budgetary or program problems within the division unless those problems require a decision in areas not delegated to the director.

E. Develop routine policies or procedures to be used exclusively within the division.

F. Consult directly with division staff about routine operation of the division.

G. Carry out any responsibility assigned to the division director except in his absence.

H. Make major changes in divisional organization or facilities without consultation with the director.

The Dean of Instruction is expected to:

A. Periodically review the performance of the division based upon the progressive realization of the accountabilities set forth herein.

B. Review division plans and recommendations and clearly define expectations of the job.

C. Provide advice, counsel and supportive leadership to assist the division director in the positive realization of this Charter.

D. Provide a twelve-month calendar that indicates dates that routine projects and reports are due in the Dean's office.

These Charter conditions are mutually acceptable to the undersigned:

_____ _____

Jim Vomhof — Date
Director, Business and Economics

_____ _____

Dane Lonborg — Date
Dean of Instruction

JOHNSON COUNTY COMMUNITY COLLEGE
College Boulevard at Quivira Road
Overland Park, Kansas

CHARTER OF ACCOUNTABILITY

DIVISION OF COMMUNICATIONS AND ARTS

I. MISSION

The mission of the Communications and Arts Division is to provide quality credit and community educational programs in communications, speech, debate, journalism, foreign language, theater, music, fine arts, commercial art and photography. Career, college transfer and general education are significant responsibilities of this division.

The mission of the Director of the Communications and Arts Division is to assume a leadership role in the development, implementation and evaluation of the credit and noncredit educational programs within the division. Furthermore, the mission of the director is to have effective and open communication with clerical, administrative and instructional staff of the College as well as students. Finally, the mission of the director is to direct all efforts toward providing quality education within the division. Progress toward the accomplishment of this mission should be evaluated against the goals and objectives contained in this Charter of Accountability.

II. POSITION RESPONSIBILITIES

A. Summary

The division director is the designated leader within the division, has line responsibility to the Academic Vice President through the appropriate Dean(s) and is responsible for planning, organizing, supervising and administering instructional activities offered through the appropriate division of the Academic Branch.

B. Responsibilities

1. Budget

   a. Develop and recommend the fiscal year operating budget for the division in accordance with prescribed guidelines. Administer the division operating budget for the current fiscal year within parameters established by the College Board of Trustees.

   b. Provide leadership in evaluating the need for and recommending materials and equipment necessary for effective maintenance and implementation of educational programs within the division. Be responsible for the control and maintenance of equipment in the

division. Assume responsibility for maintaining an accurate inventory of equipment within the division.

2. Personnel

   a. Schedule and conduct regular meetings of the division.

   b. Recruit, interview, recommend and supervise division staff, and assist in monitoring certification of instructors.

   c. Evaluate the staff within the division and make a recommendation for retention, nonretention, promotion and/or special merit consideration.

   d. Develop and recommend class schedules and assignment of instructors for credit and noncredit courses.

   e. Provide for an effective two-way channel of communication between the administration and division staff.

   f. Orient new full- and part-time faculty to the division and coordinate professional development activities.

   g. Have direct line authority over division staff and be responsible for all educational programs within the division.

   h. Be responsible for expressing and supporting administrative decisions, College policies and operating procedures to the staff.

3. Program

   a. Evaluate, review and recommend revisions of curriculum, course outlines and syllabi, and selection of textbooks within the division.

   b. Study the educational needs of the community and coordinate with the Director of Continuing Education, Director of Community Services and various county agencies and organizations in the development and implementation of continuing education courses and activities to serve the Johnson County community.

   c. Maintain planning contacts with various local agencies and organizations including advisory committees and individuals who have requested a contracted instructional service.

   d. Work through the appropriate Dean(s) to assure that the education programs within the division comply with existing state and College regulations.

   e. Assume responsibility for supervising and evaluating activities and the instruction of all courses, day or evening, conducted within the division.

f. Actively assist in the planning, development and promotion of ways and means for improving instruction.

g. Ascertain that all classes are met as scheduled, or that suitable alternatives are provided.

4. Other

a. Develop goals and objectives to be met in keeping with the more broadly stated goals of the branch.

b. By June 15 of each year submit a written report by program delineating accomplishments and recommendations for improvement for succeeding fiscal years.

c. Assist with articulation of junior/senior and graduate level courses offered in Johnson County with courses offered by Johnson County Community College.

d. Assist the Dean of Student Services in articulation with high schools, four-year colleges and the community.

e. Prepare project status and related reports as required by federal, state and local officials and agencies.

f. Coordinate research and grant activities as requested.

g. Coordinate registration of continuing education students with the Admissions Office.

h. Serve on community and national organizations; attend conferences, workshops and institutes; and assist in the promotion of the instructional program as required.

i. Serve on College committees as appointed or elected; perform special assignments as required.

j. Perform other duties as delegated or assigned by the Dean of Instruction.

III. GOALS AND OBJECTIVES FOR 1978-79

A. Curriculum Review

Courses in the division will be reviewed annually to see that they still meet the needs of the students and are generating adequate enrollment. New courses will be added to the curriculum according to the three-year plan. Experimental courses will be developed on an as-needed basis.

1. Courses in Group Discussion, Business Communications, Raku Workshop, Vocal Jazz Ensemble I, Adolescent Literature, Advertising Photography, Color Transparencies and 3-D Workshop will be developed (fall, 1978).

2. Professional workshop seminars will also be developed in the Commercial Art Program (fall, 1978).

3. Courses in Mass Communications, Ceramics-Sculpture Workshop, Life-Drawing II, Vocal Jazz Ensemble II, Science Fiction, Technical Writing and Color Printing will be developed (spring, 1979).

4. In conjunction with the Journalism Program and the Director of Student Activities, implement an on-campus student newspaper (fall, 1978).

B. Career Programs

The present career program in commercial art will be continued. Potential new programs will be explored, in conjunction with the State Department.

1. Revisions or deletions in the Commercial Art Program will be made as the result of advisory committee suggestions (spring, 1979).

2. In conjunction with the State Department, potential new career programs in advertising/journalism, reprographics, printing and technical writing will be explored (spring, 1979).

3. Explore certificate options in the Commercial Art Program with recommendation to the Dean of Instruction by January 31, 1979.

4. At least one advisory committee meeting in career programs will be held each semester. A copy of the minutes of each meeting will be submitted to the Dean of Instruction.

5. The scope of the curriculum and the sequence of courses in all career programs will be reviewed by December 31, 1978. Any resulting recommendations for modification will be submitted to the Dean of Instruction by March 1, 1979.

C. Community Education

Courses offered through the Community Education Program will be reviewed, expanded, modified or deleted.

1. Courses that have had low enrollment, especially in the arts/crafts area, will be modified or deleted (fall, 1978).

2. Additional locations for noncredit photography classes will be sought (spring, 1979).

3. New courses will be developed (spring, 1979).

D. Instructional Delivery Systems

The delivery system will be reviewed and revised as needed to increase diversity, with special attention given to varied methodology and scheduling options.

1. A schedule of classes will be offered as part of the weekend college concept (spring, 1979).

2. Courses by arrangement will be offered in those disciplines where such is possible, specifically communications and foreign language (fall, 1978).

3. Individualized instruction will be increased via the Writing Center.

4. Various scheduling options will be made available (spring, 1979).

5. Additional off-campus classes will be offered (spring, 1979).

E. Staff Development and Evaluation

In conjunction with the Academic Branch plan, instructors will be evaluated and encouraged to pursue a professional development program.

1. Full-time instructors will submit a professional development program by March 1, 1979. Such a program may include additional course work, professional meetings, released time projects and curriculum/instructional development (spring, 1979).

2. Full-time instructors will be evaluated based on their classroom teaching (I will visit classes), student evaluations and professional development program (spring, 1979).

3. An accountability plan will be developed for all full-time instructors and coordinators by October 15, 1978.

4. In concert with the Academic Branch, hourly staff will participate in a professional development program (fall, 1978).

5. Closer coordination of part-time instructors in communications will result from giving a full-time instructor released time (fall, 1978).

6. An open, effective channel of communication will take place between instructors and the director as a result of monthly division, department or individual meetings (spring, 1979). The Dean of Instruction will be provided a copy of the agenda for each division meeting.

F. Planning and Development

That segment of the Educational Master Plan and self study related to this division will be completed.

1. The Educational Master Plan will be completed by December 15, 1978.

2. A self study will be conducted (spring, 1979).

3. Educational specifications for the new building will be finalized (spring, 1979).

4. An appropriate grant will be sought (spring, 1979).

5. A "Standard Program Inventory" of capital items will be developed for each program by January 1, 1979.

G. Other

The director will pursue his professional development plans.

1. He will attend appropriate professional conferences (spring, 1979).

2. He will continue taking courses leading toward completion of the doctorate (spring, 1979).

IV. DELEGATED MANAGEMENT AUTHORITY

A. Approval

1. Budget

a. Approval of all interorganizational transfer of funds (e.g., bookstore, food service, in-stock supplies) of less than $300.

b. Approval of 8000 series purchase order requests of less than $300 with the exception of line items 8310 and 8315.

c. Within prescribed guidelines approval of 8000 series budgetary changes.

2. Personnel

a. Approval of staff accountability plans.

b. Approval of all substitute assignments.

c. Approval of time sheets submitted by hourly employees of the division.

d. Approval of instructor assignment within established guidelines.

3. Student

a. Approval of student request to add courses or change sections after start of classes.

b. Approval of student request to enroll in closed classes.

c. Approval of field trip requests.

d. Approval of independent study.

4. Other

a. Approval of routine requests by staff that do not require other line authority approval.

b. Approval of course abstracts and course outlines within established guidelines.

c. Approval of supplementary materials as submitted by instructors.

d. Approval of routine division procedures.

B. Recommendations

1. Budget

a. Recommend an annual organization budget by program.

b. Recommend budget for new programs.

c. Recommend all capital, personnel and travel expenditures.

d. Recommend 7000 series budget allocation changes.

e. Recommend budget change between series, funds and programs.

f. Recommend all expenditures of over $300.

2. Personnel

a. Recommend the appointment, retention, reassignment and dismissal of division staff.

b. Recommend approval of summer projects and instructor release time.

c. Recommend approval of conference request and related travel and expenses.

d. Recommend candidates for program advisory committees.

e. Recommend payment for substitute instruction.

f. Recommend approval of staff absences and leave requests.

g. Recommend approval of part-time and overload assignments.

h. Recommend approval of all division personnel items including consultants.

3. Program

a. Recommend changes in credit and noncredit curriculum.

b. Recommend policy and procedures affecting programs in the division.

c. Recommend program goals and objectives.

d. Recommend approval of that portion of the College Catalog specifically relating to the division.

e. Recommend approval of all credit and noncredit scheduling of classes for the division.

f. Recommend approval of all program reports being submitted to the State Department of Education, Vocational Division, forwarded from the division.

g. Recommend approval of selection of class locations.

h. Recommend approval of course fees charged within established guidelines.

i. Recommend approval of course descriptions submitted by instructors.

j. Recommend cancellation of scheduled classes due to insufficient enrollment or other cause.

k. Recommend optimum class size.

l. Recommend approval of certificate and two-year career programs.

4. Student

a. Recommend approval of all grade changes and assignment of Contract I submitted by division staff.

b. Recommend approval of all advanced standing credit for the division.

5. Other

a. Recommend approval of grant requests and reports having to do with budget and operations of the division.

b. Recommend approval of all programming or packaging of materials designed to provide information or generate interest in division programs.

c. Recommend approval of textbooks and supplemental publications.

d. Recommend revision of existing policies and procedures.

e. Recommend contracts and agreements with outside agencies.

V. CHARTER SUMMARY

Given that the division director is carrying out the functions assigned to the office in an effective manner, the Dean of Instruction is not expected to:

A. Prepare or monitor the division budget with the exception of personnel, travel and capital items.

B. Develop curricula or curriculum materials for courses or programs offered by the division.

C. Conduct a formal evaluation of personnel other than the division director.

D. Resolve personnel, budgetary or program problems within the division unless those problems require a decision in areas not delegated to the director.

E. Develop routine policies or procedures to be used exclusively within the division.

F. Consult directly with division staff about routine operation of the division.

G. Carry out any responsibility assigned to the division director except in his absence.

H. Make major changes in divisional organization or facilities without consultation with the director.

The Dean of Instruction is expected to:

A. Periodically review the performance of the division based upon the progressive realization of the accountabilities set forth herein.

B. Review division plans and recommendations and clearly define expectations of the job.

C. Provide advice, counsel and supportive leadership to assist the division director in the positive realization of this Charter.

D. Provide a twelve-month calendar that indicates dates that routine projects and reports are due in the Dean's office.

These Charter conditions are mutually acceptable to the undersigned:

_____ _____

Jim Williams — Date
Director, Communications and Arts

_____ _____

Dane Lonborg — Date
Dean of Instruction

JOHNSON COUNTY COMMUNITY COLLEGE
College Boulevard at Quivira Road
Overland Park, Kansas

CHARTER OF ACCOUNTABILITY

DIVISION OF CONTINUING EDUCATION

I. MISSION

The mission of the office of the Director of Continuing Education is to aid and support the several teaching divisions to provide a varied program of primarily noncredit courses, workshops and seminars at locations throughout the county to meet the educational needs and desires of the general public and groups with special need; to maintain broad-based community involvement in the planning, execution and evaluation of its educational and recreational activities; and to cooperate with other organizations within the College to ensure an efficient operation of continuing education classes.

II. POSITION RESPONSIBILITIES

A. Summary

The division director is the designated leader within the division, has line responsibility to the Academic Vice President through the appropriate Dean(s) and is responsible for planning, organizing, supervising and administering instructional activities offered through the appropriate division of the Academic Branch. Is responsible for the preparation of the master course schedule for continuing education classes, identifying promotional requirements, maintaining a flexible on-site training program, and coordinating the division directors' preparation and revision of short courses, seminars, workshops, TV courses, travel-for-credit courses and nontraditional delivery systems.

B. Responsibilities

1. Budget

   a. Develop and recommend the fiscal year operating budget for the division in accordance with prescribed guidelines. Administer the division operating budget for the current fiscal year within parameters established by the College Board of Trustees.

   b. Provide leadership in evaluating the need for and recommending materials and equipment necessary for effective maintenance and implementation of educational programs within the division. Be responsible for the control and maintenance of equipment in the division. Assume responsibility for maintaining an accurate inventory of equipment within the division.

c. Make recommendations to division directors and the appropriate Dean regarding staffing compensation and student fees.

2. Personnel

a. Schedule and conduct regular meetings of the division.

b. Recruit, interview, recommend and supervise division staff, and assist in monitoring certification of instructors.

c. Evaluate the staff within the division and make a recommendation for retention, nonretention, promotion and/or special merit consideration.

d. Provide for an effective two-way channel of communication between the administration and division staff.

e. Have direct line authority over division staff and be responsible for all educational programs within the division.

f. Be responsible for expressing and supporting administrative decisions, College policies and operating procedures to the staff.

g. Plan, coordinate and evaluate in-service training programs for continuing education instructors in cooperation with division directors.

3. Program

a. Work cooperatively with division directors to develop courses and other activities by the College as part of the program of continuing education and maintain routine liaison with organizations requiring supplemental training programs and contractual in-service courses; work with division director to develop, design and implement courses as requested by business, industrial and government organizations for their employees.

b. Coordinate the compilation of course descriptions and schedules prepared by the division directors for the Community Education Bulletin, supervise the preparation of the copy of the Community Education Bulletin for delivery to Media Services.

c. Coordinate the preparation of the travel-for-credit course schedule by division director, prepare the requests for program promotion, monitor the requests for travel arrangements and support services requested by division directors and instructors, supervise program evaluation and manage travel-for-credit budget.

d. Coordinate the preparation of the telecourse program schedule by division directors; supervise program preparation, delivery and evaluation.

e. Provide liaison with division directors and Public Information Office media services for continuing education program promotion.

f. Develop and maintain a classroom visitation schedule, in conjunction with division directors, to determine the effectiveness of teaching methods, evaluate the quality of teaching aids and materials, appraise student reception of the learning experience.

g. Recommend a class schedule for programs in consultation with division directors where appropriate.

h. Prepare status reports for the Dean of Instruction including activities offered, facilities used, participant attendance and financial accounting.

i. Develop, organize and promote nontraditional methods of instruction for the improvement of instruction.

j. Organize and serve on such internal and external committees as may be necessary to foster the growth and development of the College program of Continuing Education.

k. Coordinate liaison with Student Development Director and Library Director for varied instructional materials and services for continuing education programs.

l. Work cooperatively with the Facilities Division in the search and selection of appropriate facilities for continuing education activities.

m. Study the educational needs of the community and coordinate with the directors of the teaching divisions and the Director of Community Services and various county agencies and organizations in the development and implementation of continuing education courses and activities to serve the Johnson County community.

n. Maintain planning contacts with various local agencies and organizations including advisory committees and individuals who have requested a contracted instructional service.

o. Work through the appropriate Dean(s) to assure that the education programs within the division comply with existing state and College regulations.

p. Assume responsibility for supervising and evaluating activities and the instruction of all courses, day or evening, conducted within the division.

q. Actively assist in the planning, development and promotion of ways and means for improving instruction.

4. Other

   a. Develop goals and objectives to be met in keeping with the more broadly stated goals of the branch.

   b. By June 15 of each year submit a written report by program delineating accomplishments and recommendations for improvement for succeeding fiscal years.

   c. Assist with articulation of junior/senior and graduate level courses offered in Johnson County with courses offered by Johnson County Community College.

   d. Assist the Dean of Student Services in articulation with high schools, four-year colleges and the community.

   e. Prepare project status and related reports as required by federal, state and local officials and agencies.

   f. Coordinate research and grant activities as requested.

   g. Coordinate registration of continuing education students with the Admissions Office.

   h. Serve on community and national organizations; attend conferences, workshops and institutes; and assist in the promotion of the instructional program as required.

   i. Serve on College committees as appointed or elected; perform special assignments as required.

   j. Perform other duties as delegated or assigned by the Dean of Instruction.

III. GOALS AND OBJECTIVES FOR 1978-79

A. Curriculum

In an effort to provide a wide variety of educational and recreational activities to individuals and groups not otherwise served by the College, the Continuing Education Program will:

1. Offer at least 350 class sections in the fall and spring semesters and 120 in the summer semester. This objective will be considered achieved when:

   a. The following number of sections are offered in each division:

DIVISION	NUMBER OF SECTIONS Fall	Spring	Summer
Business and Management	86	86	20
Community Services	45	45	5
Engineering and Technology	25	25	4
Humanities	85	85	20
Natural Sciences	4	4	2
Physical Development	65	65	50
Social Sciences	15	15	10
Student Development	25	25	9

b. Seventy-five percent of the sections offered have achieved minimum required enrollment.

2. Offer courses within easy commuting distance from every Johnson County residence. This objective will be considered achieved when courses are offered at 30 off-campus locations each semester.

3. Promote and offer a variety of on-site courses and workshops. This objective will be considered achieved when:

   a. The Director of Continuing Education has made at least six in-person visits to prospective organizations by December 31, 1978.

   b. Ten programs have been conducted on business or agency sites by June 30, 1979.

4. Promote and publicize the Continuing Education Program throughout the greater Kansas City area in general and Johnson County in particular. This objective will be considered complete when:

   a. An accurate bulletin of courses has been prepared and delivered to Media Services for distribution to all Johnson County residences by the deadline set by the Director of Media Services.

   b. Bulletins have been sent to all others who request them within three days of the request.

   c. Bulletins have been placed in Johnson County libraries within one week of their delivery from Media Services to the Continuing Education Office.

   d. The Public Information Officer has been requested to place ads in The Kansas City Star, the Olathe Herald and other local papers at least four weeks prior to the beginning of each semester.

   e. Special brochures on selected courses have been designed, Media Services has been requested to produce them, and they have been distributed prior to the beginning of classes.

f. The Public Information Officer has been requested to prepare public service announcements for local radio stations prior to the beginning of class or program.

5. Keep informed on current trends and developments in community service and continuing education. This objective will be considered complete when:

   a. New books and journals in the adult and community education area have been ordered through the library by December 31, 1978.

   b. Memberships in NAPCAE, KAEA, NUEA and AEA have been paid prior to their expiration.

   c. Informational bulletins from other area continuing education programs have been reviewed as they are received.

   d. The Director of Continuing Education and the Community Education Specialist have attended at least one national meeting, one regional meeting, two state meetings and such local meetings as may be approved by the Academic Vice President.

6. Increase the level of student participation in continuing education courses. This objective will be considered achieved when student registrations increase by 10%.

7. Study the possibility of offering continuing education units in selected courses in the Continuing Education Program. This objective will be considered achieved when a recommendation on CEU's has been made to the Academic Vice President by September 1, 1978.

8. Prepare a four-year plan for providing credit courses on weekends by October 1, 1978.

9. Provide a travel-for-credit program and credit courses by television. This objective will be considered achieved when at least two travel-for-credit courses are offered and four courses by television are provided during the academic year.

B. Internal Support

In an effort to provide support services to division directors for continuing education courses in their division, the Continuing Education Office will:

1. Prepare a procedural manual on continuing education for division directors. This objective will be considered complete when a manual has been delivered to division directors by September 15, 1978.

2. Provide division directors with all necessary forms for administration of the Continuing Education Program. This objective will be considered achieved when all forms have been delivered two weeks prior to submission deadlines.

3. Answer questions from the public about continuing education offerings or relay such questions as cannot be answered by the Continuing Education Office to the appropriate division director. This objective will be considered achieved when queries have been answered or relayed within one day of their receipt.

4. Provide data on continuing education courses to division directors. This objective will be considered achieved when:

   a. Student evaluation forms have been delivered to division directors two weeks after the conclusion of the course.

   b. Enrollment and cost-effectiveness reports have been provided division directors at the completion of each semester.

   c. Division directors have been provided with a list of the starting and ending dates of classes.

   d. At least 90% of the student forms have been provided division directors at the conclusion of each vocationally reimbursable course.

5. Aid division directors in the development of continuing education courses. This objective will be considered complete when:

   a. Suggestions from the public, the Continuing Education Office and from relevant publications have been passed on to division directors.

   b. Mock-ups of bulletin-copy have been delivered to division directors at least four weeks prior to Media Services deadline for bulletin delivery.

6. Support division instructional staff. This objective will be considered complete when all requested audio-visual and instructional aids have been delivered to instructors in time for class use.

7. Assist the Assistant to the Academic Vice President in preparing an orientation session for all continuing education instructors in the fall.

C. Fiscal Management

In an effort to conduct a fiscal management program intended to conserve costs and generate revenue the Continuing Education Program will:

1. Prepare salary guidelines for continuing education instructors. This objective will be considered achieved when a recommendation has been made to the Dean of Instruction by January 1, 1979.

2. Prepare fee guidelines for continuing education courses. This objective will be considered complete when a recommendation has been made to the Dean by January 1, 1979.

3. Monitor all budgetary and fiscal reports generated by the Business Office. This objective will be considered achieved when any variance on said reports are reported to the Business Office within one week of their receipt.

4. Prepare budget requests for the Dean of Instruction. This objective will be considered achieved when a budget for FY 1980 is submitted to the Dean for approval by January 1, 1979.

5. Obtain state or federal funding in support of the Continuing Education Program. This objective will be considered achieved when at least one grant application has been submitted to the Dean by February 1, 1979.

D. Coordination

In an effort to cooperate with other organizations within the College to ensure an efficient registration process and efficient operation of continuing education classes, the Continuing Education Program will:

1. Meet with division and registration staffs to discuss registration procedures. This objective will be considered achieved when the Continuing Education Office is represented at all meetings to which it is invited by the divisions and the Admissions Office.

2. Visit all continuing education classes in progress. This objective will be considered achieved when 60% of classes have been visited.

3. Monitor the registration process to bring to the attention of the division directors and the Deans any special problems. This objective will be considered achieved when the division directors and Deans rate the Continuing Education Program's work in this area as satisfactory.

4. Arrange for classroom space at on-campus and off-campus locations. This objective will be considered complete when:

   a. All on-campus classes have been assigned rooms prior to registration.

   b. All off-campus classes have been assigned locations and rooms and Facilities Office has been requested to reserve rooms at least one month prior to the beginning of classes.

E. Community Relations

In an effort to maintain broad based community involvement in the planning, execution and evaluation of its educational and recreational activities, the Continuing Education Program will:

1. Meet with community members to discuss program development. This objective will be considered achieved when at least one meeting

with each community school advisory committee has been held each semester.

2. Provide evaluation forms to all students enrolled in continuing education classes. This objective will be considered achieved when requisite forms have been provided instructors.

3. Meet the expectations of all registrants in continuing education courses. This objective will be considered achieved when at least 80% of students returning evaluation forms would recommend the course they enrolled in to a friend.

4. Recruit instructors from the community at large. This objective will be considered achieved when at least one newspaper ad for instructors has been placed in The Kansas City Star by October 1, 1978.

5. Review the concept of a Community Education Advisory Council during fall, 1978, for implementation in spring, 1979.

F. Routine

Accomplish all routine activities in an effective and timely manner. This objective will be considered achieved when the deadline dates established by the Deans have been met.

IV. DELEGATED MANAGEMENT AUTHORITY

A. Approval

1. Budget

a. Approval of all interorganizational transfer of funds (e.g., bookstore, food service, in-stock supplies) of less than $300.

b. Approval of 8000 series purchase order requests of less than $300 with the exception of line items 8310 and 8315.

c. Within prescribed guidelines approval of 8000 series budgetary changes.

2. Personnel

a. Approval of staff accountability plans.

b. Approval of all substitute assignments.

c. Approval of time sheets submitted by hourly employees of the division.

d. Approval of instructor assignment within established guidelines.

3. Other

a. Approval of routine requests by staff that do not require other line authority approval.

b. Approval of routine division procedures.

B. Recommendations

1. Budget

a. Recommend an annual organization budget by program.

b. Recommend budget for new programs.

c. Recommend all capital, personnel and travel expenditures.

d. Recommend 7000 series budget allocation changes.

e. Recommend budget change between series and funds.

f. Recommend all expenditures of over $300.

2. Personnel

a. Recommend the appointment, retention, reassignment and dismissal of division staff.

b. Recommend approval of conference request and related travel and expenses.

c. Recommend candidates for program advisory committees.

d. Recommend approval of staff absences and leave requests.

e. Recommend approval of all division personnel items including consultants.

3. Program

a. Recommend changes in credit and noncredit curriculum.

b. Recommend policy and procedures affecting programs in the division.

c. Recommend program goals and objectives.

d. Recommend approval of that portion of the College Catalog specifically relating to the division.

e. Recommend approval of all credit and noncredit scheduling of classes for the division.

f. Recommend approval of all program reports being submitted to the State Department of Education, Vocational Division, forwarded from the division.

g. Recommend approval of selection of class locations.

h. Recommend approval of course fees charged within established guidelines.

i. Recommend cancellation of scheduled classes due to insufficient enrollment or other cause.

j. Recommend optimum class size.

4. Other

a. Recommend approval of grant requests and reports having to do with budget and operations of the division.

b. Recommend approval of all programming or packaging of materials designed to provide information or generate interest in division programs.

c. Recommend revision of existing policies and procedures.

d. Recommend contracts and agreements with outside agencies.

V. CHARTER SUMMARY

Given that the division director is carrying out the functions assigned to the office in an effective manner, the Dean of Instruction is <u>not</u> expected to:

A. Prepare or monitor the division budget with the exception of personnel, travel and capital items.

B. Develop curricula or curriculum materials for courses or programs offered by the division.

C. Conduct a formal evaluation of personnel other than the division director.

D. Resolve personnel, budgetary or program problems within the division unless those problems require a decision in areas not delegated to the director.

E. Develop routine policies or procedures to be used exclusively within the division.

F. Consult directly with division staff about routine operation of the division.

G. Carry out any responsibility assigned to the division director except in his absence.

H. Make major changes in divisional organization or facilities without consultation with the director.

The Dean of Instruction is expected to:

A. Periodically review the performance of the division based upon the progressive realization of the accountabilities set forth herein.

B. Review division plans and recommendations and clearly define expectations of the job.

C. Provide advice, counsel and supportive leadership to assist the division director in the positive realization of this Charter.

D. Provide a twelve-month calendar that indicates dates that routine projects and reports are due in the Dean's office.

These Charter conditions are mutually acceptable to the undersigned:

_____ _____

Robert W. Demeritt — Date
Director, Continuing Education

_____ _____

Dane Lonborg — Date
Dean of Instruction

JOHNSON COUNTY COMMUNITY COLLEGE
College Boulevard at Quivira Road
Overland Park, Kansas

CHARTER OF ACCOUNTABILITY

DIVISION OF ENGINEERING AND TECHNOLOGY

I. MISSION

The mission of the Engineering and Technology Division is to research, develop and implement a curriculum in mathematics, engineering, engineering technology, applied technology and other related areas to meet community needs. The division shall continually improve the curriculum to reflect current changes in technology, pedagogy, andragogy and the changing needs of students and the community. The goals and objectives of the division are reflected in the goals and objectives of the individual programs.

The division office shall provide leadership, coordination and innovation so that students may derive maximum benefit from the continuing pursuit of their programs.

II. POSITION RESPONSIBILITIES

A. Summary

The division director is the designated leader within the division, has line responsibility to the Academic Vice President through the appropriate Dean(s) and is responsible for planning, organizing, supervising and administering instructional activities offered through the appropriate division of the Academic Branch.

B. Responsibilities

1. Budget

a. Develop and recommend the fiscal year operating budget for the division in accordance with prescribed guidelines. Administer the division operating budget for the current fiscal year within parameters established by the College Board of Trustees.

b. Provide leadership in evaluating the need for and recommending materials and equipment necessary for effective maintenance and implementation of educational programs within the division. Be responsible for the control and maintenance of equipment in the division. Assume responsibility for maintaining an accurate inventory of equipment within the division.

2. Personnel

   a. Schedule and conduct regular meetings of the division.

   b. Recruit, interview, recommend and supervise division staff, and assist in monitoring certification of instructors.

   c. Evaluate the staff within the division and make a recommendation for retention, nonretention, promotion and/or special merit consideration.

   d. Develop and recommend class schedules and assignment of instructors for credit and noncredit courses.

   e. Provide for an effective two-way channel of communication between the administration and division staff.

   f. Orient new full- and part-time faculty to the division and coordinate professional development activities.

   g. Have direct line authority over division staff and be responsible for all educational programs within the division.

   h. Be responsible for expressing and supporting administrative decisions, College policies and operating procedures to the staff.

3. Program

   a. Evaluate, review and recommend revisions of curriculum, course outlines and syllabi, and selection of textbooks within the division.

   b. Study the educational needs of the community and coordinate with the Director of Continuing Education, Director of Community Services and various county agencies and organizations in the development and implementation of continuing education courses and activities to serve the Johnson County community.

   c. Maintain planning contacts with various local agencies and organizations including advisory committees and individuals who have requested a contracted instructional service.

   d. Work through the appropriate Dean(s) to assure that the education programs within the division comply with existing state and College regulations.

   e. Assume responsibility for supervising and evaluating activities and the instruction of all courses, day or evening, conducted within the division.

f. Actively assist in the planning, development and promotion of ways and means for improving instruction.

g. Ascertain that all classes are met as scheduled, or that suitable alternatives are provided.

4. Other

a. Develop goals and objectives to be met in keeping with the more broadly stated goals of the branch.

b. By June 15 of each year submit a written report by program delineating accomplishments and recommendations for improvement for succeeding fiscal years.

c. Assist with articulation of junior/senior and graduate level courses offered in Johnson County with courses offered by Johnson County Community College.

d. Assist the Dean of Student Services in articulation with high schools, four-year colleges and the community.

e. Prepare project status and related reports as required by federal, state and local officials and agencies.

f. Coordinate research and grant activities as requested.

g. Coordinate registration of continuing education students with the Admissions Office.

h. Serve on community and national organizations; attend conferences, workshops and institutes; and assist in the promotion of the instructional program as required.

i. Serve on College committees as appointed or elected; perform special assignments as required.

j. Perform other duties as delegated or assigned by the Dean of Instruction.

III. GOALS AND OBJECTIVES FOR 1978-79

A. Curriculum Review

Review and evaluate engineering, mathematics and technology programs and curriculum.

1. Review the College Catalog and all course proposals. Any recommended changes to Catalog to be submitted to the Dean of Instruction by the date listed in the Academic Branch Calendar.

2. Schedule and attend a minimum of one advisory committee meeting per semester for each program. A copy of the minutes of each meeting will be submitted to the Dean of Instruction.

3. Meet with career coordinators once per month to determine trends in the engineering and technology community. Appropriate records will be maintained.

B. Career Programs

Investigate, identify, plan and implement new programs, and expand or modify current programs as needed.

1. Implement the Fire Protection and Public Safety Program August 21, 1978.

2. Explore additional certificate options with recommendation to the Dean of Instruction by February 1, 1979.

3. Plan and develop certificate and associate degree programs and curriculum for Automotive Technology and Building Construction Technology. Proposals to be completed by June 1, 1979.

4. Complete necessary state forms and reports and submit to the Dean of Instruction prior to date they are required in the Office of the State Department of Education.

5. The scope of the curriculum and the sequence of courses in all career programs will be reviewed by December 31, 1978. Any resulting recommendations for modification will be submitted to the Dean of Instruction by March 1, 1979.

C. Planning and Development

1. Support the development of the educational master plan to be completed by December 15, 1978.

2. A self study will be conducted (spring, 1979).

3. A "Standard Program Inventory" of capital items will be developed for each program by January 1, 1979.

D. Diversified Instructional Strategy

Individualized instruction models will be developed to meet diverse student needs and reflect concern for individual learning styles and varying skill levels of students.

1. Conduct a feasibility study on the incorporation of machine computation in the Mathematics Program (i.e., computers and programmable calculators) by February 15, 1979.

2. Develop at least one course in math by February 1, 1979, to be offered on a "by arrangement" basis fall, 1979.

E. Instructional Delivery Systems

Delivery systems for credit programming will be continually reviewed in order to increase the diversity of such systems with particular emphasis on schedule variation, video programming, modular instruction and other "nontraditional" systems.

1. On-site delivery for the Fire Protection and Public Safety Program will be studied and a proposal made by June 1, 1979.

2. Schedule algebra courses in eight-week blocks during fall and spring semesters.

3. Support the weekend college by offering math courses as needed.

4. Various scheduling options will be made available.

F. Community Education

Community education options will continue to increase and diversify.

1. By June 15, 1979, identify courses related to applied technology that can be offered in the new facilities.

2. Thirty courses will be offered for an anticipated enrollment of 360 students.

3. Eliminate continuing education offerings that have been unsuccessful in the past.

G. Staff Communications

1. At least one divisional meeting will be held each month to focus on classroom activities, student performance and areas that affect quality instruction. Additional meetings will be called when important or significant issues must be presented to the staff. The Dean of Instruction will be provided with a copy of the agenda for each meeting.

2. Starting August 14, 1978, a bulletin board shall be used to inform and alert staff. Appropriate memoranda shall also be used.

H. Professional Development

1. Staff

a. Support and encouragement shall be given the staff to participate in conferences and workshops.

b. The mathematics staff will actively support the annual meeting of the Kansas Section of the Mathematics Association. The meeting will be hosted by JCCC April 7, 1979.

c. Each staff member will develop an individual professional development plan to be submitted to the division director for approval by February 1, 1979.

d. Initiate a program to improve the classroom performance of all instructional staff. The program will consist of the following:

1) Visit at least one class of every instructor in the division prior to February 1, 1979. Observations and suggestions will be shared with the instructor.

2) Video tape classroom sessions of selected instructors for evaluation by a committee for improvement of instruction.

3) Hold at least two division meetings focusing on classroom techniques, out of class assignments and methods of student performance evaluation.

e. Broaden the basis for annual evauluation of instructional staff.

1) Develop a system of peer evaulation during the fall, 1978, semester, which will involve multiple classroom visitations by colleagues.

2) Encourage informal auditing of courses by the faculty.

f. An accountability plan will be developed for all full-time instructors and coordinators by October 15, 1978.

2. The division director will:

a. Continue to serve on the planning committee for the annual Four State Conference for Industrial Arts and Vocational Education.

b. Serve as the two-year college representative to the Kansas Section of Mathematics Association of America.

c. Serve as a member of the State Advisory Planning Committee for Fire Service Training.

d. Continue membership in the American Society for Engineering Education.

e. Participate in the annual State of Kansas Department of Education vocational workshop.

f. Visit at least three state universities during the academic year.

IV. DELEGATED MANAGEMENT AUTHORITY

A. Approval

1. Budget

a. Approval of all interorganizational transfer of funds (e.g., bookstore, food service, in-stock supplies) of less than $300.

b. Approval of 8000 series purchase order requests of less than $300 with the exception of line items 8310 and 8315.

c. Within prescribed guidelines approval of 8000 series budgetary changes.

2. Personnel

a. Approval of staff accountability plans.

b. Approval of all substitute assignments.

c. Approval of time sheets submitted by hourly employees of the division.

d. Approval of instructor assignment within established guidelines.

3. Student

a. Approval of student request to add courses or change sections after start of classes.

b. Approval of student request to enroll in closed classes.

c. Approval of field trip requests.

d. Approval of independent study.

4. Other

a. Approval of routine requests by staff that do not require other line authority approval.

b. Approval of course abstracts and course outlines within established guidelines.

c. Approval of supplementary materials as submitted by instructors.

d. Approval of routine division procedures.

B. Recommendations

1. Budget

   a. Recommend an annual organization budget by program.

   b. Recommend budget for new programs.

   c. Recommend all capital, personnel and travel expenditures.

   d. Recommend 7000 series budget allocation changes.

   e. Recommend budget change between series, funds and programs.

   f. Recommend all expenditures of over $300.

2. Personnel

   a. Recommend the appointment, retention, reassignment and dismissal of division staff.

   b. Recommend approval of summer projects and instructor release time.

   c. Recommend approval of conference request and related travel and expenses.

   d. Recommend candidates for program advisory committees.

   e. Recommend payment for substitute instruction.

   f. Recommend approval of staff absences and leave requests.

   g. Recommend approval of part-time and overload assignments.

   h. Recommend approval of all division personnel items including consultants.

3. Program

   a. Recommend changes in credit and noncredit curriculum.

   b. Recommend policy and procedures affecting programs in the division.

   c. Recommend program goals and objectives.

   d. Recommend approval of that portion of the College Catalog specifically relating to the division.

   e. Recommend approval of all credit and noncredit scheduling of classes for the division.

f. Recommend approval of all program reports being submitted to the State Department of Education, Vocational Division, forwarded from the division.

g. Recommend approval of selection of class locations.

h. Recommend approval of course fees charged within established guidelines.

i. Recommend approval of course descriptions submitted by instructors.

j. Recommend cancellation of scheduled classes due to insufficient enrollment or other cause.

k. Recommend optimum class size.

l. Recommend approval of certificate and two-year career programs.

4. Student

a. Recommend approval of all grade changes and assignment of Contract I submitted by division staff.

b. Recommend approval of all advanced standing credit for the division.

5. Other

a. Recommend approval of grant requests and reports having to do with budget and operations of the division.

b. Recommend approval of all programming or packaging of materials designed to provide information or generate interest in division programs.

c. Recommend approval of textbooks and supplemental publications.

d. Recommend revision of existing policies and procedures.

e. Recommend contracts and agreements with outside agencies.

V. CHARTER SUMMARY

Given that the division director is carrying out the functions assigned to the office in an effective manner, the Dean of Instruction is <u>not</u> expected to:

A. Prepare or monitor the division budget with the exception of personnel, travel and capital items.

B. Develop curricula or curriculum materials for courses or programs offered by the division.

C. Conduct a formal evaluation of personnel other than the division director.

D. Resolve personnel, budgetary or program problems within the division unless those problems require a decision in areas not delegated to the director.

E. Develop routine policies or procedures to be used exclusively within the division.

F. Consult directly with division staff about routine operation of the division.

G. Carry out any responsibility assigned to the division director except in his absence.

H. Make major changes in divisional organization or facilities without consultation with the director.

The Dean of Instruction is expected to:

A. Periodically review the performance of the division based upon the progressive realization of the accountabilities set forth herein.

B. Review division plans and recommendations and clearly define expectations of the job.

C. Provide advice, counsel and supportive leadership to assist the division director in the positive realization of this Charter.

D. Provide a twelve-month calendar that indicates dates that routine projects and reports are due in the Dean's office.

These Charter conditions are mutually acceptable to the undersigned:

_____ _____

Carl Lindsey — Date
Director, Engineering and Technology

_____ _____

Dane Lonborg — Date
Dean of Instruction

JOHNSON COUNTY COMMUNITY COLLEGE
College Boulevard at Quivira Road
Overland Park, Kansas

CHARTER OF ACCOUNTABILITY

DIVISION OF HUMANITIES AND SOCIAL SCIENCES

I. MISSION

The mission of the Humanities and Social Sciences Division is to provide learning experiences which enlarge the individual and increase each person's potential for social contribution. The division strives to develop individual self-awareness, concern for others and understanding of society through quality educational offerings in anthropology, administration of justice, history, humanities, philosophy, political science, psychology and sociology. The essential nature of knowledge of self and society commits the division to serving all students regardless of whether they participate in transfer, career, continuing or community educational programs. In the process the division strives to stimulate open communication and reflective analysis of ideas, beliefs and values, acceptance of personal responsibility for one's life and actions and a commitment to social involvement.

It is the mission of the division director to provide the administrative leadership, supervision and coordination at the divisional level required to achieve the above stated mission within the guidelines established by the institution for effective management.

II. POSITION RESPONSIBILITIES

A. Summary

The division director is the designated leader within the division, has line responsibility to the Academic Vice President through the appropriate Dean(s) and is responsible for planning, organizing, supervising and administering instructional activities offered through the appropriate division of the Academic Branch.

B. Responsibilities

1. Budget

a. Develop and recommend the fiscal year operating budget for the division in accordance with prescribed guidelines. Administer the division operating budget for the current fiscal year within parameters established by the College Board of Trustees.

b. Provide leadership in evaluating the need for and recommending materials and equipment necessary for effective maintenance and

implementation of educational programs within the division. Be responsible for the control and maintenance of equipment in the division. Assume responsibility for maintaining an accurate inventory of equipment within the division.

2. Personnel

   a. Schedule and conduct regular meetings of the division.

   b. Recruit, interview, recommend and supervise division staff, and assist in monitoring certification of instructors.

   c. Evaluate the staff within the division and make a recommendation for retention, nonretention, promotion and/or special merit consideration.

   d. Develop and recommend class schedules and assignment of instructors for credit and noncredit courses.

   e. Provide for an effective two-way channel of communication between the administration and division staff.

   f. Orient new full- and part-time faculty to the division and coordinate professional development activities.

   g. Have direct line authority over division staff and be responsible for all educational programs within the division.

   h. Be responsible for expressing and supporting administrative decisions, College policies and operating procedures to the staff.

3. Program

   a. Evaluate, review and recommend revisions of curriculum, course outlines and syllabi, and selection of textbooks within the division.

   b. Study the educational needs of the community and coordinate with the Director of Continuing Education, Director of Community Services and various county agencies and organizations in the development and implementation of continuing education courses and activities to serve the Johnson County community.

   c. Maintain planning contacts with various local agencies and organizations including advisory committees and individuals who have requested a contracted instructional service.

   d. Work through the appropriate Dean(s) to assure that the education programs in the division comply with existing state and College regulations.

e. Assume responsibility for supervising and evaluating activities and the instruction of all courses, day or evening, conducted within the division.

f. Actively assist in the planning, development and promotion of ways and means for improving instruction.

g. Ascertain that all classes are met as scheduled, or that suitable alternatives are provided.

4. Other

a. Develop goals and objectives to be met in keeping with the more broadly stated goals of the branch.

b. By June 15 of each year submit a written report by program delineating accomplishments and recommendations for improvement for succeeding fiscal years.

c. Assist with articulation of junior/senior and graduate level courses offered in Johnson County with courses offered by Johnson County Community College.

d. Assist the Dean of Student Services in articulation with high schools, four-year colleges and the community.

e. Prepare project status and related reports as required by federal, state and local officials and agencies.

f. Coordinate research and grant activities as requested.

g. Coordinate registration of continuing education students with the Admissions Office.

h. Serve on community and national organizations; attend conferences, workshops and institutes; and assist in the promotion of the instructional program as required.

i. Serve on College committees as appointed or elected; perform special assignments as required.

j. Perform other duties as delegated or assigned by the Dean of Instruction.

III. GOALS AND OBJECTIVES FOR 1978-79

A. Budget

Ensure the maximum opportunity for instructional staff to contribute to the budget development process.

1. Initiate the budget construction process no later than November 1, 1978.

2. Hold a division meeting prior to November 1, 1978, to instruct the staff as to the needed input and form it should take.

3. Develop and distribute information and forms pertaining to faculty projections of needs.

4. Conduct a budget request review with instructional staff prior to January 15, 1979.

B. Personnel

Improve the classroom performance of all instructional staff.

1. Visit at least one class of every instructor in the division prior to February 1, 1979, and share suggestions and observations regarding teaching techniques.

2. Initiate a pilot program of video taping classroom sessions, or studio presentations, of selected instructors for evaluation by a committee for improvement of instruction during the fall semester.

3. Hold at least three division meetings focusing on classroom techniques, out of class assignments, and methods of student performance evaluation.

4. Review all course abstracts submitted for possible suggestions of improvement or items to be shared with other instructors as possible improvements by May 1, 1979.

5. At least six divisional meetings will be held during the academic year on classroom activities, student performance and areas that affect quality instruction. Additional meetings will be called when important or significant issues must be presented to the staff. The Dean of Instruction will be provided with a copy of the agenda of each meeting.

Broaden the basis for annual evaluation of instructional staff.

1. Stimulate the Academic Branch Council to revise the evaluation report to include supervisors' evaluation of instruction, peer evaluation and self-evaluation.

2. Develop a system of peer evaluation during the fall, 1978, which will involve multiple classroom visitations by colleagues.

Broaden the process of professional staff development within the division.

1. Encourage informal auditing of courses by faculty.

2. Develop a luncheon lecture and response series focusing on issues of interest to the instructional staff.

3. Develop an exchange program of guest lecturing within the division and with other divisions during the academic year.

4. Involve faculty in a minimum of four alternative instructional strategies during the year.

5. Individual professional development plans will be prepared for all full-time staff by March 1, 1979.

6. An accountability plan will be developed for all full-time instructors and coordinators by October 15, 1978.

C. Instructional Delivery Systems

1. A schedule of classes will be offered as part of the weekend college concept (spring, 1979).

2. Various scheduling options will be made available.

D. Planning and Development

1. Support the development of the master plan to be completed by December 15, 1978.

2. A self study will be conducted (spring, 1979).

3. Develop at least one course by February 1, 1979, to be offered on a "by arrangement" basis fall, 1979.

4. The scope of the curriculum and the sequence of courses in all career programs will be reviewed by December 13, 1978. Any resulting recommendations for modification will be submitted to the Dean of Instruction by March 1, 1979.

5. A "Standard Program Inventory" of capital items will be developed for each program by January 1, 1979.

E. Programs

1. Humanities

Provide a thorough curriculum of credit offerings for potential transfer students.

a. Continue offering current courses in philosophy and humanities.

b. Develop an experimental course, History of Ancient Philosophy, to be offered spring, 1979.

c. Develop an experimental course, Contemporary Philosophy, to be offered fall, 1979.

Develop alternative learning strategies to traditional classroom-based instruction.

Develop materials for offering HUM 6392 Logic on a "by arrangement" basis by fall, 1979.

Export to vocational programs well-developed treatments of issues pertinent to the vocations and humanities.

a. Develop materials for a course in ethical issues in nursing and medicine to be offered in spring, 1979.

b. Develop materials on ethical issues in business by spring, 1979.

Increase the number and quality of noncredit offerings in the humanities area.

a. Develop a four-session course on philosophy in literature to be offered fall, 1978.

b. Develop a luncheon lecture and response series focusing on current issues in the humanities to be implemented on a monthly basis for 1978-79.

Explore ways in which the humanities and technologies can be unified.

a. Continue utilizing the services of the NEH consultant, Dr. William Alexander, in August, 1978.

b. Schedule recurrent meetings between divisional faculty and career program coordinators and faculty.

2. Social Science

Provide a thorough curriculum of credit offerings for potential transfer students.

a. Continue offering current courses in history, political science, psychology and sociology.

b. Replace the current general anthropology course with two experimental courses, Physical Anthropology by fall, 1978, and Cultural Anthropology by spring, 1979.

c. Offer an experimental course, Modern European History, in spring, 1979.

d. Present the previously experimental course, Comparative Government, to the Curriculum Committee for regular status during fall, 1978. Course to be offered in spring, 1979.

e. Submit Social Psychology to the Curriculum Committee for adoption as a regular course during fall, 1978. Course to be offered in spring, 1979.

Provide curricular offerings on contemporary and historical social issues of value to both traditional and nondegree students.

a. Begin planning for a thematic course on values and social change which would serve as an introduction to the social sciences with the intent of implementation by fall, 1980.

b. Develop a course on Kansas City arts, politics, history and social organization during spring, 1979.

c. Develop an experimental course, History of the Family, to be offered spring, 1979.

d. Develop an experimental course, Transpersonal Psychology, to be offered spring, 1979.

e. Develop an experimental course, Popular Trends in Psychology, to be offered fall, 1979.

Develop alternative learning strategies to traditional classroom-based instruction.

a. Review the CLEP exams and develop a divisional posture regarding CLEP credit by fall, 1978.

b. Develop competency examinations in areas not covered by CLEP exams, in particular, Child Development, by fall, 1978.

c. Develop materials for offering Western Civilization on a "by arrangement" basis by fall, 1979.

d. Develop remedial and enrichment materials on social science topics for utilization in the General Studies Program by fall, 1979.

Continue to strengthen the faculty in the social science area.

a. Hire a new, full-time person to handle introductory courses in both psychology and sociology for 1978-79.

b. Hire part-time staff who will complement existing orientations or specializations of incumbent faculty.

Export to vocational programs well-developed treatments of issues pertinent to the vocations and social sciences.

Develop materials for Administration of Justice on the history of crime and violence in America for spring, 1979.

Explore the role the social sciences can take in developing career programs and/or providing in-service training in the public services area.

a. Develop, in cooperation with the Business Division, a program for Public Administration Assistants for consideration in the spring.

b. Determine the community need for in-service or preservice training for teachers of Early Childhood Education, and devise ways to meet that need.

c. Develop a sound recommendation by March, 1979, regarding implementation of programs in Social Work and Teacher Aide.

d. Explore additional certificate options with recommendation to the Dean of Instruction by February 1, 1979.

Improve the quality of noncredit offerings in the social science area.

a. Improve the ratio of continuing education courses that successfully fill to those offered in 1978-79.

b. Eliminate continuing education offerings that have been unsuccessful in the past.

c. Offer a minimum of two new social science courses in the fall continuing education schedule.

d. Offer a minimum of three new social science courses in the spring continuing education schedule.

e. Develop a luncheon lecture and response series focusing on current issues in the social sciences to be implemented on a monthly basis for 1978-79.

Explore ways in which the social sciences and technologies can be unified.

a. Continue utilizing the services of the NEH consultant, Dr. William Alexander, during August, 1978.

b. Schedule recurrent meetings between divisional faculty and career program coordinators and faculty in both the fall and spring terms.

3. Administration of Justice

Provide a thorough preparation for preservice students planning careers in law enforcement

a. Continue offering previous courses in the law enforcement area.

b. Develop an experimental course, Crime Prevention, to be offered fall, 1978.

c. Schedule and attend a minimum of one advisory committee meeting per semester. A copy of the minutes of each meeting will be submitted to the Dean of Instruction.

Develop and implement a thirty credit hour certificate program for police dispatchers.

a. Offer this option without the need for adding any new courses.

b. Have this program approved by the Board of Trustees during the 1978-79 year.

Develop and implement a distinct in-service degree program in law enforcement for currently employed police officers.

a. Offer this option without the need for adding any new courses in 1978-79.

b. Advertise this in-service option widely among local police departments prior to September, 1978.

c. Increase enrollment of in-service students during the 1978-79 year.

Develop additional career options in the areas of private security and corrections.

a. Develop an experimental course, Fundamentals of Private Security, to be offered spring, 1979.

b. Develop an experimental course, Fundamentals of Corrections, to be offered spring, 1979.

Develop and implement a plan which will involve rotational scheduling of courses in this area and achieve economies of staff and sections.

a. Develop each career option so substantial core of course work will be in common to all options.

b. Rotate courses so that students may complete a degree in two years by attending either days or nights exclusively.

Explore the possibility of establishing a program in investigative journalism.

a. Ascertain the transfer potential for graduates in this area.

b. Cooperate with the journalism faculty in developing an appropriate curriculum proposal by March, 1979.

Develop continuing education courses in the crime prevention and security areas.

Schedule guest lectures in crime prevention in spring, 1979, and list these in the Continuing Education Bulletin.

Develop alternative learning strategies to traditional classroom-based instruction.

a. Review CLEP and ACT exams and develop a divisional statement for credit by fall, 1978.

b. Develop materials for offering Study of the Criminal Justice System on a "by arrangement" basis for fall, 1979.

4. Basic Police Academy

Continue to assess the effectiveness of the training provided.

a. Conduct a survey of previously trained officers currently working in the area regarding the appropriateness of their training.

b. Conduct an evaluation of the instruction and coordination of each academy.

c. Solicit the appraisal of the local Chiefs Association regarding the effectiveness of the academy.

Expand enrollment in the program.

Encourage, through advertising, enrollment of officers employed outside of Johnson County.

5. Equine Studies

Develop a curriculum which will accommodate the needs of both degree seeking students and nondegree, topic oriented learners.

a. Develop and implement three courses for the fall, 1978, semester.

b. Develop four courses of the program for implementation in the spring term.

c. Submit the entire program to the Curriculum Committee in the fall for approval.

d. Schedule and attend a minimum of one advisory committee meeting per semester. A copy of the minutes of each meeting will be submitted to the Dean of Instruction.

Develop noncredit offerings attractive to the horse management community.

a. Offer a second level noncredit course in Equine Medicine and Management in fall, 1978.

F. Other

Improve communication within the division and other units of the college, high schools, other colleges and the community.

1. Compile a handbook of articulation of transfer agreements for all courses offered by the division of a transfer nature by using the data from the Counseling Office and distribute this to the divisional faculty.

2. Visit a minimum of four area colleges during the school year.

3. Attend 90% of all functions scheduled by the Admissions Office for liaison with high schools.

4. Discuss all curricular plans with the entire division prior to implementation.

5. Discuss with other division directors and faculty curricular plans which have consequences for that division.

6. Attend 80% of all divisional advisory committee meetings.

Examine the manner in which the division can assist the development of vocational programs through utilization of natural resource agencies and consulting services.

1. Construct a grant proposal for submission to the Association of American Colleges to fund the preparation of materials which will integrate specific topics in the humanities with existing career courses in business, nursing and administration of justice.

2. Prepare a grant proposal for submission to the National Humanities Faculty for participation in a three-year project to improve curriculum in the humanities and integrate humanities and vocational education.

IV. DELEGATED MANAGEMENT AUTHORITY

A. Approval

1. Budget

a. Approval of all interorganizational transfer of funds (e.g., bookstore, food service, in-stock supplies) of less than $300.

b. Approval of 8000 series purchase order requests of less than $300 with the exception of line items 8310 and 8315.

c. Within prescribed guidelines approval of 8000 series budgetary changes.

2. Personnel

a. Approval of staff accountability plans.

b. Approval of all substitute assignments.

c. Approval of time sheets submitted by hourly employees of the division.

d. Approval of instructor assignment within established guidelines.

3. Student

a. Approval of student request to add courses or change sections after start of classes.

b. Approval of student request to enroll in closed classes.

c. Approval of field trip requests.

d. Approval of independent study.

4. Other

a. Approval of routine requests by staff that do not require other line authority approval.

b. Approval of course abstracts and course outlines within established guidelines.

c. Approval of supplementary materials as submitted by instructors.

d. Approval of routine division procedures.

B. Recommendations

1. Budget

   a. Recommend an annual organization budget by program.

   b. Recommend budget for new programs.

   c. Recommend all capital, personnel and travel expenditures.

   d. Recommend 7000 series budget allocation changes.

   e. Recommend budget change between series, funds and programs.

   f. Recommend all expenditures of over $300.

2. Personnel

   a. Recommend the appointment, retention, reassignment and dismissal of division staff.

   b. Recommend approval of summer projects and instructor release time.

   c. Recommend approval of conference request and related travel and expenses.

   d. Recommend candidates for program advisory committees.

   e. Recommend payment for substitute instruction.

   f. Recommend approval of staff absences and leave requests.

   g. Recommend approval of part-time and overload assignments.

   h. Recommend approval of all division personnel items including consultants.

3. Program

   a. Recommend changes in credit and noncredit curriculum.

   b. Recommend policy and procedures affecting programs in the division.

   c. Recommend program goals and objectives.

   d. Recommend approval of that portion of the College Catalog specifically relating to the division.

   e. Recommend approval of all credit and noncredit scheduling of classes for the division.

f. Recommend approval of all program reports being submitted to the State Department of Education, Vocational Division, forwarded from the division.

g. Recommend approval of selection of class locations.

h. Recommend approval of course fees charged within established guidelines.

i. Recommend approval of course descriptions submitted by instructors.

j. Recommend cancellation of scheduled classes due to insufficient enrollment or other cause.

k. Recommend optimum class size.

l. Recommend approval of certificate and two-year career programs.

4. Student

a. Recommend approval of all grade changes and assignment of Contract I submitted by division staff.

b. Recommend approval of all advanced standing credit for the division.

5. Other

a. Recommend approval of grant requests and reports having to do with budget and operations of the division.

b. Recommend approval of all programming or packaging of materials designed to provide information or generate interest in division programs.

c. Recommend approval of textbooks and supplemental publications.

d. Recommend revision of existing policies and procedures.

e. Recommend contracts and agreements with outside agencies.

V. CHARTER SUMMARY

Given that the division director is carrying out the functions assigned to the office in an effective manner, the Dean of Instruction is <u>not</u> expected to:

A. Prepare or monitor the division budget with the exception of personnel, travel and capital items.

B. Develop curricula or curriculum materials for courses or programs offered by the division.

C. Conduct a formal evaluation of personnel other than the division director.

D. Resolve personnel, budgetary or program problems within the division unless those problems require a decision in areas not delegated to the director.

E. Develop routine policies or procedures to be used exclusively within the division.

F. Consult directly with division staff about routine operation of the division.

G. Carry out any responsibility assigned to the division director except in his absence.

H. Make major changes in divisional organization or facilities without consultation with the director.

The Dean of Instruction is expected to:

A. Periodically review the performance of the division based upon the progressive realization of the accountabilities set forth herein.

B. Review division plans and recommendations and clearly define expectations of the job.

C. Provide advice, counsel and supportive leadership to assist the division director in the positive realization of this Charter.

D. Provide a twelve-month calendar that indicates dates that routine projects and reports are due in the Dean's office.

These Charter conditions are mutually acceptable to the undersigned:

_____ _____

Landon Kirchner — Date

Director, Humanities and Social Sciences

_____ _____

Dane Lonborg — Date

Dean of Instruction

JOHNSON COUNTY COMMUNITY COLLEGE
College Boulevard at Quivira Road
Overland Park, Kansas

CHARTER OF ACCOUNTABILITY

DIVISION OF LIBRARY SERVICES

I. MISSION

It is the mission of the Library Services Division to provide the personnel, services, facilities and media required by the students, faculty, administration and community to accomplish the goals of the College. The division is composed of three programs: Library, Television and Audio-Visual Distribution.

The mission of the Director of Library Services is to provide the administrative leadership, supervision and coordination at the divisional level required to achieve the above-stated mission.

II. POSITION RESPONSIBILITIES

A. Summary

The division director is the designated leader within the division, has line responsibility to the Academic Vice President through the appropriate Dean(s) and is responsible for planning, organizing, supervising and administering instructional activities offered through the appropriate division of the Academic Branch.

B. Responsibilities

1. Budget

a. Develop and recommend the fiscal year operating budget for the division in accordance with prescribed guidelines. Administer the division operating budget for the current fiscal year within parameters established by the College Board of Trustees.

b. Provide leadership in evaluating the need for and recommending materials and equipment necessary for effective maintenance and implementation of educational programs within the division. Be responsible for the control and maintenance of equipment in the division. Assume responsibility for maintaining an accurate inventory of equipment within the division.

2. Personnel

a. Schedule and conduct regular meetings of the division.

b. Recruit, interview, recommend and supervise division staff.

c. Evaluate the staff within the division and make a recommendation for retention, nonretention, promotion and/or special merit consideration.

d. Provide for an effective two-way channel of communication between the administration and division staff.

e. Orient new full- and part-time faculty to the division and coordinate professional development activities.

f. Have direct line authority over division staff and be responsible for all educational programs within the division.

g. Be responsible for expressing and supporting administrative decisions, College policies and operating procedures to the staff.

3. Program

a. Study the educational needs of the community and coordinate with the Director of Continuing Education, Director of Community Services and various county agencies and organizations in the development and implementation of continuing education courses and activities to serve the Johnson County community.

b. Work through the appropriate Dean(s) to assure that the education programs within the division comply with existing state and College regulations.

c. Assume responsibility for supervising and evaluating activities conducted within the division.

d. Actively assist in the planning, development and promotion of ways and means for improving instruction.

4. Other

a. Develop goals and objectives to be met in keeping with the more broadly stated goals of the branch.

b. By June 15 of each year submit a written report by program delineating accomplishments and recommendations for improvement for succeeding fiscal years.

c. Prepare project status and related reports as required by federal, state and local officials and agencies.

d. Coordinate research and grant activities as requested.

e. Monitor copyright and clearance of copyright materials and assist with investigations of any allegations of infringements of College-supported materials.

f. Serve on community and national organizations; attend conferences, workshops and institutes; and assist in the promotion of the instructional program as required.

g. Serve on College committees as appointed or elected; perform special assignments as required.

h. Perform other duties as delegated or assigned by the Dean of Instruction.

III. GOALS AND OBJECTIVES FOR 1978-79

A. Program Management

Efficient program management and operation will be promoted through the implementation of uniform internal policies, decisions, practices and reporting.

1. Program activities and achievements will be continually monitored. This objective will be achieved when:

   a. Ninety percent of program objectives have been accomplished by June 30, 1979.

   b. Monthly reports prepared by the programs have been reviewed within three days of receipt.

   c. An annual report describing the division's achievements has been submitted to the Dean of Instruction by June 30, 1979.

2. A materials selection policy will be developed and reviewed by the Dean of Instruction by April 1, 1979.

3. A plan describing the collection of Library Services utilization data will be submitted to the Dean of Instruction by September 15, 1978.

B. Planning and Development

The quality of services being offered by the division will be continually assessed and, where necessary, needed changes will be recommended and/or implemented. Objectives for this year include the following:

1. An annual operating budget for fiscal year 1979-80 will be prepared and submitted to the Dean of Instruction within the established deadline.

2. An automated library acquisition system, compatible with the new cataloging system, will be designed and implemented in cooperation with the Director of Management Information. This objective will be achieved when:

   a. A microfilm catalog has been produced by September 30, 1978.

   b. A model for the acquisition system is prepared by September 30, 1978.

   c. The acquisition system has been implemented by January 1, 1979.

3. Additional revenue will be sought from appropriate government agencies. This objective will be achieved when two grant applications have been submitted by February 15, 1979.

4. Surveys will be conducted to determine student/faculty use and expectations of those services associated with the division. This objective will be achieved when the survey results are tabulated and reported to the Dean of Instruction by April 30, 1979.

5. A recommendation for implementing a book security system will be submitted to the Dean of Instruction by February 1, 1979.

6. Library Services Division will expand hours of operation to approximately eighty hours per week (AV, TV, Library).

C. Staff Development

A staff development program will be conducted that includes the design of accountability charters, regular performance appraisals, in-service activities, projects and attendance at conferences or workshops.

1. An accountability plan for each full-time staff member that will include an individual professional development plan will be developed by October 15, 1978.

2. The director will prepare and submit an accountability charter to the Dean of Instruction within the established deadline.

3. Performance appraisals for all full-time employees will be submitted to the Dean of Instruction by February 15, 1979.

4. In order to keep abreast of recent developments within the profession, the director will attend various conferences and seminars. This objective will be achieved when the director:

   a. Attends the American Library Association's National Conference.

   b. Attends one Kansas Library Association conference.

   c. Attends four KCRCHE meetings.

d. Meets with representatives of local library systems on at least six occasions.

e. Will have completed one credit course of instruction in educational administration or instructional technology by June 30, 1979.

D. Staff Communications

An environment will be maintained that encourages vertical and horizontal communications.

1. Attendance at routine meetings will be the principal mechanism for the sharing of information. To meet this objective, the director will:

a. Beginning July, 1978, conduct monthly meetings with division staff.

b. Meet and confer on College branch and division issues by attending 90% of all branch meetings called by the Dean of Instruction or the Academic Vice President.

c. Attend 90% of all administrative council meetings.

d. Attend all standing committee meetings that do not interfere with division responsibilities.

2. At least four Library Services newsletters will be distributed to the College staff advising them of new services, procedures and materials.

IV. DELEGATED MANAGEMENT AUTHORITY

A. Approval

1. Budget

a. Approval of all interorganizational transfer of funds (e.g., bookstore, food service, in-stock supplies) of less than $300.

b. Approval of 8000 series purchase order requests of less than $300 with the exception of line items 8310 and 8315.

c. Within prescribed guidelines approval of 8000 series budgetary changes.

2. Personnel

a. Approval of staff accountability plans.

b. Approval of all substitute assignments.

c. Approval of time sheets submitted by hourly employees of the division.

d. Approval of staff assignment within established guidelines.

3. Other

a. Approval of routine requests by staff that do not require other line authority approval.

b. Approval of routine division procedures.

B. Recommendations

1. Budget

a. Recommend an annual organization budget by program.

b. Recommend budget for new programs.

c. Recommend all capital, personnel and travel expenditures.

d. Recommend 7000 series budget allocation changes.

e. Recommend budget change between series, funds and programs.

f. Recommend all expenditures of over $300.

2. Personnel

a. Recommend the appointment, retention, reassignment and dismissal of division staff.

b. Recommend approval of summer projects and staff release time.

c. Recommend approval of conference request and related travel and expenses.

d. Recommend candidates for program advisory committees.

e. Recommend approval of staff absences and leave requests.

f. Recommend approval of part-time and overload assignments.

g. Recommend approval of all division personnel items including consultants.

3. Program

a. Recommend changes in credit and noncredit curriculum.

b. Recommend policy and procedures affecting programs in the division.

c. Recommend program goals and objectives.

d. Recommend approval of that portion of the College Catalog specifically relating to the division.

4. Other

a. Recommend approval of grant requests and reports having to do with budget and operations of the division.

b. Recommend approval of all programming or packaging of materials designed to provide information or generate interest in division programs.

c. Recommend revision of existing policies and procedures.

d. Recommend contracts and agreements with outside agencies.

V. CHARTER SUMMARY

Given that the division director is carrying out the functions assigned to the office in an effective manner, the Dean of Instruction is <u>not</u> expected to:

A. Prepare or monitor the division budget with the exception of personnel, travel and capital items.

B. Develop curricula or curriculum materials for courses or programs offered by the division.

C. Conduct a formal evaluation of personnel other than the division director.

D. Resolve personnel, budgetary or program problems within the division unless those problems require a decision in areas not delegated to the director.

E. Develop routine policies or procedures to be used exclusively within the division.

F. Consult directly with division staff about routine operation of the division.

G. Carry out any responsibility assigned to the division director except in his absence.

H. Make major changes in divisional organization or facilities without consultation with the director.

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The Dean of Instruction is expected to:

A. Periodically review the performance of the division based upon the progressive realization of the accountabilities set forth herein.

B. Review division plans and recommendations and clearly define expectations of the job.

C. Provide advice, counsel and supportive leadership to assist the division director in the positive realization of this Charter.

D. Provide a twelve-month calendar that indicates dates that routine projects and reports are due in the Dean's office.

These Charter conditions are mutually acceptable to the undersigned:

_____ _____

Mel Cunningham — Date
Director, Library Services

_____ _____

Dane Lonborg — Date
Dean of Instruction

JOHNSON COUNTY COMMUNITY COLLEGE
College Boulevard at Quivira Road
Overland Park, Kansas

CHARTER OF ACCOUNTABILITY

DIVISION OF NATURAL AND HEALTH RELATED SCIENCES

I. MISSION

The mission of the Natural and Health Related Sciences Division is to provide the various vocational, college transfer, general education and community education classes and related activities assigned. The division provides programs in dental hygiene, life science, nursing, physical science, emergency medical technician, medical record technology, nursing home aide, dental assisting, respiration therapy, mental health technician, small animal technology, urban agribusiness, medical laboratory technician, physical therapy assisting and radiologic technician. The division is committed to a student-centered learning environment that will only function well in a system that emphasizes open communication between staff at all levels and with the community as a whole.

The mission of the director is to assume a leadership role and to provide all staff in the division with the supervision, coordination and support necessary to create and maintain a student-centered climate emphasizing open communication.

II. POSITION RESPONSIBILITIES

A. Summary

The division director is the designated leader within the division, has line responsibility to the Academic Vice President through the appropriate Dean(s) and is responsible for planning, organizing, supervising and administering instructional activities offered through the appropriate division of the Academic Branch.

B. Responsibilities

1. Budget

   a. Develop and recommend the fiscal year operating budget for the division in accordance with prescribed guidelines. Administer the division operating budget for the current fiscal year within parameters established by the College Board of Trustees.

   b. Provide leadership in evaluating the need for and recommending materials and equipment necessary for effective maintenance and implementation of educational programs within the division. Be

responsible for the control and maintenance of equipment in the division. Assume responsibility for maintaining an accurate inventory of equipment within the division.

2. Personnel

   a. Schedule and conduct regular meetings of the division.

   b. Recruit, interview, recommend and supervise division staff, and assist in monitoring certification of instructors.

   c. Evaluate the staff within the division and make a recommendation for retention, nonretention, promotion and/or special merit consideration.

   d. Develop and recommend class schedules and assignment of instructors for credit and noncredit courses.

   e. Provide for an effective two-way channel of communication between the administration and division staff.

   f. Orient new full- and part-time faculty to the division and coordinate professional development activities.

   g. Have direct line authority over division staff and be responsible for all educational programs within the division.

   h. Be responsible for expressing and supporting administrative decisions, College policies and operating procedures to the staff.

3. Program

   a. Evaluate, review and recommend revisions of curriculum, course outlines and syllabi, and selection of textbooks within the division.

   b. Study the educational needs of the community and coordinate with the Director of Continuing Education, Director of Community Services and various county agencies and organizations in the development and implementation of continuing education courses and activities to serve the Johnson County community.

   c. Maintain planning contacts with various local agencies and organizations including advisory committees and individuals who have requested a contracted instructional service.

   d. Work through the appropriate Dean(s) to assure that the education programs within the division comply with existing state and College regulations.

e. Assume responsibility for supervising and evaluating activities and the instruction of all courses, day or evening, conducted within the division.

f. Actively assist in the planning, development and promotion of ways and means for improving instruction.

g. Ascertain that all classes are met as scheduled, or that suitable alternatives are provided.

4. Other

a. Develop goals and objectives to be met in keeping with the more broadly stated goals of the branch.

b. By June 15 of each year submit a written report by program delineating accomplishments and recommendations for improvement for succeeding fiscal years.

c. Assist with articulation of junior/senior and graduate level courses offered in Johnson County with courses offered by Johnson County Community College.

d. Assist the Dean of Student Services in articulation with high schools, four-year colleges and the community.

e. Prepare project status and related reports as required by federal, state and local officials and agencies.

f. Coordinate research and grant activities as requested.

g. Coordinate registration of continuing education students with the Admissions Office.

h. Serve on community and national organizations; attend conferences, workshops and institutes; and assist in the promotion of the instructional program as required.

i. Serve on College committees as appointed or elected; perform special assignments as required.

j. Perform other duties as delegated or assigned by the Dean of Instruction.

III. GOALS AND OBJECTIVES FOR 1978-79

A. Curriculum Review

All courses within the division will be reviewed annually, revised as necessary and when appropriate submitted to the Curriculum Committee for approval.

1. All catalog materials will be reviewed in time to meet the scheduled deadline date.

2. Support will be provided to staff wishing to undertake new courses or differing teaching strategies.

3. The division director will provide the Dean of Instruction with materials necessary to maintain state and federal program approval or certification.

4. At least one new general education course will be reviewed and a recommendation made about implementation prior to June 1, 1979.

B. Career Programs

New career programs will be investigated, needs surveys conducted and recommendations made as indicated.

1. At least three new program areas will be examined and a recommendation made about implementation by February 1, 1979 (optical technician, dietetic technician, occupational therapy assistant).

2. Offer at least one continuing education program for nurses during the 1978-79 academic year.

3. Determine the needs for continuing or in-service education in at least one additional career area by December 1, 1978.

4. Determine the possibility of additional certificate programs by February 1, 1979, and cooperative programs by April 1, 1979.

5. Schedule one advisory committee meeting per semester for each program. A copy of the minutes for each meeting will be submitted to the Dean of Instruction.

6. All materials necessary for the medical records technology accreditation visit will be completed and returned prior to February 1, 1979.

7. The scope of the curriculum and the sequence of courses in all career programs will be reviewed by December 31, 1978. Any resulting recommendation for modification will be submitted to the Dean of Instruction by March 1, 1979.

C. Diversified Instructional Strategy

The instructional delivery systems used within the division will be examined to determine if the diverse needs of the students are being met in the most effective manner.

1. The role of the current "AVT" approach to the teaching of "nonmajor" science courses will be examined as to role in the proposed learning

resource center. Report and recommendation to the Dean of Instruction by December 1, 1978.

2. Develop at least one course by February 1, 1979, to be offered on a "by arrangement" basis fall, 1979.

D. Instructional Delivery Systems

Delivery systems for credit programming will be continually reviewed in order to increase the diversity of such systems with particular emphasis on schedule variation, video programming, modular instruction and other "nontraditional" systems.

1. At least one existing laboratory/lecture course will be examined by March 1, 1979, for the possibility of restructuring the course into separate lecture and laboratory courses for fall, 1979.

2. At least one course will be offered in the weekend college during the 1978-79 academic year.

3. The need for on-site instruction in business and industry will be investigated and if a specific need is determined courses or programs will be developed to meet that need.

4. Various scheduling options will be made available.

E. Continuing Education

The search for health or science based courses that can be offered to the community in a noncredit format will continue.

1. The "What's Happening in Science" series will be offered again in the fall of 1978 and any area showing sufficient interest will be offered again in the spring of 1979.

2. Any area of community interest that can be matched with appropriate instruction will be offered during the next available semester.

3. The role of the College in a proposed program to train the community in the use of CPR (cardiopulmonary resuscitation) will be investigated. If the need for staff, facilities or equipment is demonstrated, the division will assist in every practical manner.

4. Eliminate continuing education offerings that have been unsuccessful in the past.

F. Student Services

Student access to information about policies and procedures for the limited enrollment programs will be maximized.

A revised set of material for all limited enrollment programs will be prepared and submitted to the Dean of Student Services for appropriate approval prior to June 1, 1979.

G. Staff Development and Evaluation

Staff Development program and appraisal system will be developed for division professional staff.

1. An in-service development workshop on clinical evaluation will be offered for dental hygiene staff during the fall, 1978, in-service. Recommendations for an improved clinical evaluation instrument will be submitted to the Dean by December 1, 1978.

2. A summer workshop for nurses will be offered during May or June of 1979.

3. An accountability plan for all full-time staff will be developed prior to October 15, 1978, that includes an individual professional development plan.

4. Individual professional development plans will be prepared for all full-time staff by March 1, 1979.

5. Within the guidelines established for staff evaluation, each instructor will develop by October 15, 1978, with the division director or his designate, an individual plan of evaluation and assessment. Areas to be considered are:

   a. Formal classroom visits

   b. Classroom video taping

   c. Peer evaluation of materials and teacher's technique

   d. New or different learning environments

   e. Self evaluation

H. Planning and Development

Program planning and development planning will continue during the 1978-79 academic year.

1. Support the development of the educational master plan to be completed by December 15, 1978.

2. Assistance will be provided in any load evaluation or teaching assignment studies that are undertaken.

3. A course schedule will be developed for both credit and continuing education that reflect efficient use of classroom, student request,

program needs, available budget and when possible and feasible instructor preference.

4. At the completion of each registration cycle the schedule of class offerings will be analyzed to determine necessary changes or additions.

5. The inventory of all capital items within the division will be maintained and updated as necessary. A list of all materials necessary for each program will be developed from the list prior to January 1, 1979.

6. All material required for the renewal of the nursing capitation grant will be completed and submitted to the Dean of Instruction prior to the established deadline date.

7. Evaluate science related grant materials as they become available and submit proposals if appropriate.

8. The director will attend one credit class or its equivalent in workshops by June 30, 1979, as approved by the Dean of Instruction.

9. A self study will be conducted (spring, 1979).

I. Information Sharing

The monthly divisional staff meeting will continue so that information can be shared among all the various programs.

1. An all-division meeting will be scheduled during each in-service day, and at least once in each month not having an in-service day or in which the in-service day did not allow the scheduling of a division meeting. Prior to each meeting a copy of the agenda will be submitted to the Dean of Instruction.

2. Ad hoc division committees will be appointed on an as-needed basis.

3. The division director will be available to meet with individuals or groups from the community as necessary.

IV. DELEGATED MANAGEMENT AUTHORITY

A. Approval

1. Budget

a. Approval of all interorganizational transfer of funds (e.g., bookstore, food service, in-stock supplies) of less than $300.

b. Approval of 8000 series purchase order requests of less than $300 with the exception of line items 8310 and 8315.

c. Within prescribed guidelines approval of 8000 series budgetary changes.

2. Personnel

a. Approval of staff accountability plans.

b. Approval of all substitute assignments.

c. Approval of time sheets submitted by hourly employees of the division.

d. Approval of instructor assignment within established guidelines.

3. Student

a. Approval of student request to add courses or change sections after start of classes.

b. Approval of student request to enroll in closed classes.

c. Approval of field trip requests.

d. Approval of independent study.

4. Other

a. Approval of routine requests by staff that do not require other line authority approval.

b. Approval of course abstracts and course outlines within established guidelines.

c. Approval of supplementary materials as submitted by instructors.

d. Approval of routine division procedures.

B. Recommendations

1. Budget

a. Recommend an annual organization budget by program.

b. Recommend budget for new programs.

c. Recommend all capital, personnel and travel expenditures.

d. Recommend 7000 series budget allocation changes.

e. Recommend budget change between series, funds and programs.

f. Recommend all expenditures of over $300.

2. Personnel

   a. Recommend the appointment, retention, reassignment and dismissal of division staff.

   b. Recommend approval of summer projects and instructor release time.

   c. Recommend approval of conference request and related travel and expenses.

   d. Recommend candidates for program advisory committees.

   e. Recommend payment for substitute instruction.

   f. Recommend approval of staff absences and leave requests.

   g. Recommend approval of part-time and overload assignments.

   h. Recommend approval of all division personnel items including consultants.

3. Program

   a. Recommend changes in credit and noncredit curriculum.

   b. Recommend policy and procedures affecting programs in the division.

   c. Recommend program goals and objectives.

   d. Recommend approval of that portion of the College Catalog specifically relating to the division.

   e. Recommend approval of all credit and noncredit scheduling of classes for the division.

   f. Recommend approval of all program reports being submitted to the State Department of Education, Vocational Division, forwarded from the division.

   g. Recommend approval of selection of class locations.

   h. Recommend approval of course fees charged within established guidelines.

   i. Recommend approval of course descriptions submitted by instructors.

   j. Recommend cancellation of scheduled classes due to insufficient enrollment or other cause.

k. Recommend optimum class size.

l. Recommend approval of certificate and two-year career programs.

4. Student

a. Recommend approval of all grade changes and assignment of Contract I submitted by division staff.

b. Recommend approval of all advanced standing credit for the division.

5. Other

a. Recommend approval of grant requests and reports having to do with budget and operations of the division.

b. Recommend approval of all programming or packaging of materials designed to provide information or generate interest in division programs.

c. Recommend approval of textbooks and supplemental publications.

d. Recommend revision of existing policies and procedures.

e. Recommend contracts and agreements with outside agencies.

V. CHARTER SUMMARY

Given that the division director is carrying out the functions assigned to the office in an effective manner, the Dean of Instruction is <u>not</u> expected to:

A. Prepare or monitor the division budget with the exception of personnel, travel and capital items.

B. Develop curricula or curriculum materials for courses or programs offered by the division.

C. Conduct a formal evaluation of personnel other than the division director.

D. Resolve personnel, budgetary or program problems within the division unless those problems require a decision in areas not delegated to the director.

E. Develop routine policies or procedures to be used exclusively within the division.

F. Consult directly with division staff about routine operation of the division.

G. Carry out any responsibility assigned to the division director except in his absence.

H. Make major changes in divisional organization or facilities without consultation with the director.

The Dean of Instruction is expected to:

A. Periodically review the performance of the division based upon the progressive realization of the accountabilities set forth herein.

B. Review division plans and recommendations and clearly define expectations of the job.

C. Provide advice, counsel and supportive leadership to assist the division director in the positive realization of this Charter.

D. Provide a twelve-month calendar that indicates dates that routine projects and reports are due in the Dean's office.

These Charter conditions are mutually acceptable to the undersigned:

_____ _____

Tom Barnett — Date

Director, Natural and Health Related Sciences

_____ _____

Dane Lonborg — Date

Dean of Instruction

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JOHNSON COUNTY COMMUNITY COLLEGE
College Boulevard at Quivira Road
Overland Park, Kansas

CHARTER OF ACCOUNTABILITY

DIVISION OF PHYSICAL DEVELOPMENT

I. MISSION

The mission of the Physical Development Division is to provide the opportunity for interested persons to receive course instruction, facilities and equipment necessary to pursue physical development interests and activities. The Division of Physical Development reflects current trends in the following: intramurals, intercollegiate athletics for men and women, community education and summer sports clinics.

The physical education, intramural, intercollegiate athletic and community education programs at Johnson County Community College are interrelated directly with the general instructional program. These programs are designed for the entire community. Participation and instruction in health, physical education, recreation, intercollegiate athletics, intramurals and community education provide a channel through which members of the community may exhibit and practice skills as well as good health and fitness habits.

It is the mission of the division director to provide the administrative leadership, supervision and coordination at the divisional level required to achieve the above stated mission within the guidelines established by the institution for effective management.

II. POSITION RESPONSIBILITIES

A. Summary

The division director is the designated leader within the division, has line responsibility to the Academic Vice President through the appropriate Dean(s) and is responsible for planning, organizing, supervising and administering instructional activities offered through the appropriate division of the Academic Branch.

B. Responsibilities

1. Budget

   a. Develop and recommend the fiscal year operating budget for the division in accordance with prescribed guidelines. Administer the division operating budget for the current fiscal year within parameters established by the College Board of Trustees.

b. Provide leadership in evaluating the need for and recommending materials and equipment necessary for effective maintenance and implementation of educational programs within the division. Be responsible for the control and maintenance of equipment in the division. Assume responsibility for maintaining an accurate inventory of equipment within the division.

2. Personnel

a. Schedule and conduct regular meetings of the division.

b. Recruit, interview, recommend and supervise division staff, and assist in monitoring certification of instructors.

c. Evaluate the staff within the division and make a recommendation for retention, nonretention, promotion and/or special merit consideration.

d. Develop and recommend class schedules and assignment of instructors for credit and noncredit courses.

e. Provide for an effective two-way channel of communication between the administration and division staff.

f. Orient new full- and part-time faculty to the division and coordinate professional development activities.

g. Have direct line authority over division staff and be responsible for all educational programs within the division.

h. Be responsible for expressing and supporting administrative decisions, College policies and operating procedures to the staff.

3. Program

a. Evaluate, review and recommend revisions of curriculum, course outlines and syllabi, and selection of textbooks within the division.

b. Study the educational needs of the community and coordinate with the Director of Continuing Education, Director of Community Services and various county agencies and organizations in the development and implementation of continuing education courses and activities to serve the Johnson County community.

c. Maintain planning contacts with various local agencies and organizations including advisory committees and individuals who have requested a contracted instructional service.

d. Work through the appropriate Dean(s) to assure that the education programs within the division comply with existing state and College regulations.

e. Assume responsibility for supervising and evaluating activities and the instruction of all courses, day or evening, conducted within the division.

f. Actively assist in the planning, development and promotion of ways and means for improving instruction.

g. Ascertain that all classes are met as scheduled, or that suitable alternatives are provided.

4. Other

a. Develop goals and objectives to be met in keeping with the more broadly stated goals of the branch.

b. By June 15 of each year submit a written report by program delineating accomplishments and recommendations for improvement for succeeding fiscal years.

c. Assist with articulation of junior/senior and graduate level courses offered in Johnson County with courses offered by Johnson County Community College.

d. Assist the Dean of Student Services in articulation with high schools, four-year colleges and the community.

e. Prepare project status and related reports as required by federal, state and local officials and agencies.

f. Coordinate research and grant activities as requested.

g. Coordinate registration of continuing education students with the Admissions Office.

h. Serve on community and national organizations; attend conferences, workshops and institutes; and assist in the promotion of the instructional program as required.

i. Serve on College committees as appointed or elected; perform special assignments as required.

j. Perform other duties as delegated or assigned by the Dean of Instruction.

III. GOALS AND OBJECTIVES FOR 1978-79

A. Curriculum Review

1. Develop additional courses in response to student needs. Surveys will be conducted by the Physical Development Division staff and Institutional Research. Date of accomplishment--January 15, 1979.

2. Reassess existing course offerings in response to student needs and transferability. Date of accomplishment--October, 1978.

3. Establish our Concepts Program with various clubs and professional groups in the area. Our concepts instructor will speak at various clubs explaining how this class will contribute to a better and healthier body now and in the future. Date of accomplishment--December, 1978.

4. Develop and maintain a better part-time instructional staff filing system, showing people who have contacted our division asking if available openings existed in credit and noncredit classes. Date of accomplishment--January, 1979.

5. Survey other community colleges in regard to release time, extra pay, etc., for head and assistant coaches with report to the Dean in November, 1978.

B. Career Programs

The Physical Development Division will continue to provide the student with the beginning competencies of recreation programming for immediate entrance into the Recreation Leadership Program.

1. Explore additional certificate options with recommendation to the Dean of Instruction by February 1, 1979.

2. The program will include a total of 20 credit hours by the fall of 1978.

3. All students will gain practical experience by being supervised by various recreation agencies throughout Johnson County during the 1978-79 school year.

4. The division director will continue to work with the College administration for the purpose of making recreation leadership a vocationally approved career program.

C. Budget

The Physical Development Division will develop a budget which reflects the needs of students.

1. Initiate the budget construction process no later than November 15, 1978.

2. Inventory of all division supplies and equipment by November 15, 1978, for the purpose of compiling physical development needs for 1979-80.

3. Hold at least two staff meetings prior to November 15, 1978, to develop and distribute information and forms pertaining to anticipated faculty needs.

4. Review with staff the budget request for 1979-80 after the division director has had the initial budget meeting with the Dean of Instruction.

5. Inform each staff member of the amount of money which has been officially approved for each line item by the Board of Trustees by July 1, 1979.

D. Community Education

Continue to evaluate the courses and summer sports clinics which will be offered during 1978-79; promote and expand the community education options in classes or clinics for which we have a future need.

1. Eliminate such course offerings which have been unsuccessful in the past.

2. Continue to increase enrollment during 1978-79.

3. Develop a plan for improvement of ways and means of making the community aware of our community education classes and summer sports clinics for 1978-79. Plan to be submitted to the Dean of Instruction by February 15, 1979.

E. Personnel

Ensure maximum efficiency in work conducted within the division.

1. Visit at least one class and practice of every instructor/coach in the division prior to one month of the end of the fall and spring semesters.

2. Chair a division meeting at least once a month. Agenda will include items deemed necessary to evaluate our present thinking and develop positive goals and objectives for the future. A copy of the agenda will be submitted to the Dean of Instruction.

3. Review and update all course outlines and abstracts by May 1, 1979.

4. The Physical Development Division will develop an improved method of checking out towels and equipment to staff and students during

the 1978-79 school year. A summary of the plan will be presented to the Dean by October 1, 1978.

F. Community Service

The Physical Development Division will continue to increase the community activities sponsored each year.

1. The division will sponsor and host a clinic for the Johnson County high school basketball coaches (men and women) during the month of October, 1978.

2. The division will sponsor and host a basketball game for Johnson County high school seniors (men and women) during the month of April, 1979.

G. Instructional Delivery Systems

The Physical Development delivery systems for credit programming will be reviewed.

1. All division courses offered "by arrangement" will be reviewed by December 15, 1978.

2. All division mini courses will be reviewed by December 15, 1978.

3. All activity courses presently offered will be reviewed to see if any should be offered as a mini course or could be taken "by arrangement" by December 15, 1978.

4. All division courses will be reviewed for the purpose of determining if any should be added to the list of Physical Development courses students can test out of by December 15, 1978.

5. A schedule of classes will be offered as part of the weekend college concept (spring, 1979).

6. Various scheduling options will be made available.

H. Student Services

The Physical Development Division's primary concern is to offer various student services in a manner appealing to participants.

1. The intramural program will include bowling for students and staff by December, 1978.

2. The division will host two marathons during the 1978-79 school year for community, students and staff.

3. The division staff will continue to help make the Women's NJCAA Basketball Tournament a success by offering their services during the week of the tournament March 12-17, 1979.

I. Staff Development and Evaluation

Physical Development programs and appraisal systems will be maintained and undergo evaluation each year.

1. At least one consultant will be brought in during the 1978-79 school year to address the topic of intercollegiate athletics.

2. A performance contract for each staff member of the Physical Development Division will be prepared, so each instructor will know by April of 1979 which classes, number of credit hours he will be teaching, number of contract hours he has in teaching and coaching, and coaching assignments for 1979-80.

3. The division will endorse and function by the branch-wide evaluation plan for academic staff which will be implemented for the first time during the fall term, 1978.

4. An accountability plan will be developed for all full-time instructors and coordinators by October 15, 1978.

J. Planning and Development

A self-study procedure will be completed annually.

1. Support the development of the Educational Master Plan to be completed by December 15, 1978.

2. The purpose and responsibilities of the two Physical Development Advisory Committees (Recreation Leadership and Intercollegiate Athletics) will be updated by May, 1979.

3. Attend all divisional advisory committee meetings during 1978-79. At least one committee meeting will be held each semester. A copy of the minutes of each meeting will be submitted to the Dean of Instruction.

4. Solicit appraisal from committee members of purpose and function of the advisory committee by May, 1979.

IV. DELEGATED MANAGEMENT AUTHORITY

A. Approval

1. Budget

a. Approval of all interorganizational transfer of funds (e.g., bookstore, food service, in-stock supplies) of less than $300.

b. Approval of 8000 series purchase order requests of less than $300 with the exception of line items 8310 and 8315.

c. Within prescribed guidelines approval of 8000 series budgetary changes.

2. Personnel

a. Approval of staff accountability plans.

b. Approval of all substitute assignments.

c. Approval of time sheets submitted by hourly employees of the division.

d. Approval of instructor assignment within established guidelines.

3. Student

a. Approval of student request to add courses or change sections after start of classes.

b. Approval of student request to enroll in closed classes.

c. Approval of field trip requests.

d. Approval of independent study.

4. Other

a. Approval of routine requests by staff that do not require other line authority approval.

b. Approval of course abstracts and course outlines within established guidelines.

c. Approval of supplementary materials as submitted by instructors.

d. Approval of routine division procedures.

B. Recommendations

1. Budget

a. Recommend an annual organization budget by program.

b. Recommend budget for new programs.

c. Recommend all capital, personnel and travel expenditures.

d. Recommend 7000 series budget allocation changes.

e. Recommend budget change between series, funds and programs.

f. Recommend all expenditures of over $300.

2. Personnel

a. Recommend the appointment, retention, reassignment and dismissal of division staff.

b. Recommend approval of summer projects and instructor release time.

c. Recommend approval of conference request and related travel and expenses.

d. Recommend candidates for program advisory committees.

e. Recommend payment for substitute instruction.

f. Recommend approval of staff absences and leave requests.

g. Recommend approval of part-time and overload assignments.

h. Recommend approval of all division personnel items including consultants.

3. Program

a. Recommend changes in credit and noncredit curriculum.

b. Recommend policy and procedures affecting programs in the division.

c. Recommend program goals and objectives.

d. Recommend approval of that portion of the College Catalog specifically relating to the division.

e. Recommend approval of all credit and noncredit scheduling of classes for the division.

f. Recommend approval of all program reports being submitted to the State Department of Education, Vocational Division, forwarded from the division.

g. Recommend approval of selection of class locations.

h. Recommend approval of course fees charged within established guidelines.

i. Recommend approval of course descriptions submitted by instructors.

j. Recommend cancellation of scheduled classes due to insufficient enrollment or other cause.

k. Recommend optimum class size.

l. Recommend approval of certificate and two-year career programs.

4. Student

a. Recommend approval of all grade changes and assignment of Contract I submitted by division staff.

b. Recommend approval of all advanced standing credit for the division.

5. Other

a. Recommend approval of grant requests and reports having to do with budget and operations of the division.

b. Recommend approval of all programming or packaging of materials designed to provide information or generate interest in division programs.

c. Recommend approval of textbooks and supplemental publications.

d. Recommend revision of existing policies and procedures.

e. Recommend contracts and agreements with outside agencies.

V. CHARTER SUMMARY

Given that the division director is carrying out the functions assigned to the office in an effective manner, the Dean of Instruction is <u>not</u> expected to:

A. Prepare or monitor the division budget with the exception of personnel, travel and capital items.

B. Develop curricula or curriculum materials for courses or programs offered by the division.

C. Conduct a formal evaluation of personnel other than the division director.

D. Resolve personnel, budgetary or program problems within the division unless those problems require a decision in areas not delegated to the director.

E. Develop routine policies or procedures to be used exclusively within the division.

F. Consult directly with division staff about routine operation of the division.

G. Carry out any responsibility assigned to the division director except in his absence.

H. Make major changes in divisional organization or facilities without consultation with the director.

The Dean of Instruction is expected to:

A. Periodically review the performance of the division based upon the progressive realization of the accountabilities set forth herein.

B. Review division plans and recommendations and clearly define expectations of the job.

C. Provide advice, counsel and supportive leadership to assist the division director in the positive realization of this Charter.

D. Provide a twelve-month calendar that indicates dates that routine projects and reports are due in the Dean's office.

These Charter conditions are mutually acceptable to the undersigned:

_____ _____

Orville Gregory — Date
Director, Physical Development

_____ _____

Dane Lonborg — Date
Dean of Instruction

JOHNSON COUNTY COMMUNITY COLLEGE
College Boulevard at Quivira Road
Overland Park, Kansas

CHARTER OF ACCOUNTABILITY

OFFICE OF THE DEAN OF STUDENT SERVICES

I. MISSION

The major responsibility of the Dean of Student Services is to provide a management system which will create an organizational climate that permits the staff to accomplish the goals and objectives of the Student Services and Community Services areas as they relate to the entire Academic Branch. It is the responsibility of this Dean to have an effective communication system between the community, students and the administration in order that student and community concerns and needs are recognized and considered when changes and additions are made to the curriculum and services of the College. In order to maximize each person's opportunity to realize his/her full potential, the purpose of Student Services is to provide admissions to the College, accurate career planning and placement information, a general studies program, a hearing impaired program, services to meet special needs, and a comprehensive community services program which would be sensitive to all publics within the community.

II. POSITION RESPONSIBILITIES

A. Be responsible for developing, clarifying and communicating the philosophy, goals and functions of the Student Services programs and how they interface with the total College environment.

B. Review and recommend the annual budget for the appropriate divisions.

C. Supervise the close coordination between all accountability units within the Student Services area which includes Admissions and Records, Recruitment, Counseling, Veterans Services, General Studies Program, Hearing Impaired, Career Planning and Placement Center, ABE/GED, Testing, Student Activities, and Community Services.

D. Coordinate the screening, interviewing, selection and recommendation of all new staff and be responsible for their orientation in the area.

E. Be responsible for conducting and supervising performance reviews of all staff for the purpose of improving job performance and professional and personal growth.

F. Coordinate all business matters relating to the Student Services area including payroll, the requisitioning of supplies, services, equipment, books and facilities. Approve Student Services Branch expenditures in

accordance with established general, vocational and continuing education funding as well as special grant funding.

G. Develop and maintain an on-going liaison, communication and articulation between high schools, four-year colleges and other institutions and agencies serving JCCC students.

H. Represent the College and branch at appropriate state, national and local conferences, workshops and institutes for professional growth to foster program development.

I. Be responsible for the coordination and preparation of material for the College Catalog, brochures and other student related publications.

J. Be responsible for the maintenance of the master course file of all courses offered by the College. This will include the maintenance of the file for courses approved by state and federal agencies.

K. Be responsible for the preparation of the official College Calendar.

L. With the Dean of Instruction, prepare the Academic Branch Administrative Calendar for approval.

M. Be responsible for the implementation of the student personnel policies and procedures.

N. Be responsible for reviewing appeals for refund of tuition and fees that are exceptions to the stated policy. Determination of these appeals are made within the guidelines established by the executive council.

O. Be responsible for the operation of the Midwest Regional Extension Center in cooperation with Gallaudet College.

P. Serve on branch and College-wide committees as appointed or elected. Assume other duties as delegated or assigned by the Academic Vice President.

Q. Assist the Academic Vice President in the overall administrative responsibility for the promotion and interpretation of the branch goals and objectives to the community and the College.

III. GOALS AND OBJECTIVES FOR 1978-79

A. Admissions and Records

The Admissions and Records area of the College will be maintained to develop the most effective procedures to recruit students, admit students and maintain accurate student records for both credit and non-credit programs.

1. A telephone registration system will be developed for spring, 1979.

2. On-line registration for noncredit and/or CEU classes will be developed and implemented by fall, 1979.

3. A comprehensive recruiting plan will be developed for implementation by May, 1979.

4. Record security and retention will be carefully reviewed with a policy being recommended to the Board of Trustees during fall, 1978.

B. Student Activities

The student activities program will be a comprehensive program to include evening and weekend students.

1. A student intern and evening Saturday receptionist will be hired to better meet the needs of the evening and Saturday students by fall, 1978.

2. Cultural activities will be cosponsored between different areas of the College. At least one art exhibit, cinema series, lecture series, and musical performance will be presented throughout the school year. These are to be made available for both day and evening students.

3. The Student Assembly will meet monthly to serve in an advisory capacity for student affairs and will be carefully reviewed at the end of the year to see if it should be expanded.

4. An event to recognize outstanding students will be developed by graduation 1979.

C. College Catalog

A College Catalog will be revised and published annually or biannually.

1. The current course numbering system will continue to be reviewed with the 1979-80 catalog reflecting necessary changes.

2. Organization of the catalog will be reviewed so that copy will provide accurate and comprehensive information in all areas.

3. A study will be made as to the cost effectiveness of printing the catalog with a recommendation for possible changes to the Academic Vice President by January, 1979.

D. Gallaudet Center

The Midwest Gallaudet Extension Center will continue to expand and develop programs to meet the hearing impaired public in a five-state area.

1. A comprehensive continuing education program for the greater Kansas City area will be established fall, 1979.

2. A minimum of eight (8) workshops, seminars and conferences will be conducted throughout the year.

3. A regional bookstore will be established at Johnson County Community College by June, 1979.

E. Community Services

The Community Services area will continue to expand and diversify its programming to meet the changing needs of the community.

1. A Community Resource Center will continue to be reviewed for implementation by spring, 1979.

2. A program for community citizens over 60 years of age will be continued with emphasis on outreach efforts.

F. Professional Development

Active participation in professional meetings and organizations at the national and state level in an effort to contribute to the improvement and understanding of student services at all levels of administration.

1. Continue membership in AACRAO, KACRAO, AAJC, NASPA, and KASPA.

2. Presentation of at least one program at regional and national meetings during the school year will be made.

G. Student Development/Special Services

Services in the Student Development/Special Services area will continue to be comprehensive and accessible to all publics within the county.

1. A "total student-services" model will be developed and implemented by spring, 1979. This will include expanded orientation, assessment, advisement and registration services.

2. The Career Planning and Placement Center staff will be increased (August, 1978) to provide additional services for the students and community.

3. Various approaches to description of student learning styles such as cognitive mapping will be reviewed in order to incorporate such diagnosis with the testing and assessment program by spring, 1979.

4. A method to identify handicapped students at an earlier time prior to the beginning of class will assist staff in providing adequate support services, spring, 1979.

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5. The general studies program will develop a plan by spring, 1979, for programming in remediation, development and excellence to provide additional educational opportunities for remedial and advanced students.

6. Continue to review existing curriculum and methods of instruction to determine if it is meeting students' needs. A report will be submitted to the Academic Vice President, spring, 1979.

H. Other College Activities

Activities relating to the total College will be developed and implemented as the need is identified.

1. The Child Play Center will be developed and implemented by the end of the fall semester.

2. The current operation of the NJCAA Women's Basketball Tournament will be reviewed and a plan for reorganization will be developed for the 1979 tournament.

I. Planning and Development

A three-year master plan for Student Services will be completed and annually updated.

1. A model for student development will be completed by spring, 1979.

2. Prepare a Student Services policies and procedures handbook to be completed by spring, 1979.

3. A student services statement of philosophy and purpose will be developed by spring, 1979.

4. Reports for North Central accreditation review will be prepared as required.

IV. DELEGATED MANAGEMENT AUTHORITY

A. Approval

1. Budget

a. Approval of all (interorganizational) transfer of funds for such things as College Bookstore, Food Service and in-stock supplies of less than $300.

b. Approval of capital item (9000 series) expenditures of less than $300.

2. Personnel

   a. Approval of all student and community services hourly staff time sheets as forwarded by supervisors.

   b. Approval of the Charter of Accountability for division directors within the Student Services area.

3. Program

   a. Approval of refund of tuition and fees for credit classes for exceptional circumstances as stated in approved branch guidelines.

   b. Approval of acceptance of all foreign students who meet admissions criteria.

   c. Approval of outside party access to student records.

   d. Approval of certification of veterans to receive benefits.

   e. Approval of prospective candidates for graduation.

   f. Approval of course numbers for new courses prior to submission to Curriculum Committee.

   g. Approval of procedures to be used in carrying out four-year college and high school articulation.

   h. Approval of the students who meet criteria of selective programs for admission to these programs.

   i. Approval of certification of eligibility for all athletes participating in intercollegiate athletics.

   j. Approval of procedures for maintenance of the master course file.

B. Recommendations

1. Budget

   a. Recommendation of annual budget for Student Services to Academic Vice President.

   b. Recommendation of budget changes between programs, organizations and expenditure series.

   c. Recommendation of all travel requests for Student Services area.

   d. Recommendation of all expenditure requests over $300.

e. Recommendation of institutional memberships related to Student Services.

2. Personnel

a. Recommendation of all full-time staff appointments.

b. Recommendation of the dismissal of all full-time staff.

c. Recommendation of all permanent and temporary and part-time hourly staff requests.

d. Recommendation of all reports of absence and vacation requests.

e. Recommendation of salary adjustments for all full-time staff.

3. Programs and Structures

a. Recommendation of all College Catalog material.

b. Recommendation of all printed forms and materials used in Student Services area.

c. Recommendation of the State Finance Report.

d. Recommendation of organizational changes within the Student Services area.

e. Recommendation of acceptance of grants and awards.

f. Recommendation of short- and long-range goals for Student Services area.

g. Recommendation to appoint advisory committee members for Student Services area programs.

V. CHARTER SUMMARY

Given that the Dean of Student Services is carrying out the function assigned to the office in an effective manner, the Academic Vice President is <u>not</u> expected to:

A. Prepare and monitor the student and community services budget.

B. Prepare and monitor admission, registration and recordkeeping procedures.

C. Prepare and maintain State Finance Report.

D. Provide student personnel or community support services, i.e., counseling, career planning and placement, veterans, testing, etc.

E. Provide day-to-day management of student and community services areas.

The Academic Vice President is expected to:

A. Periodically review Student Services area and its progress in meeting its goals and responsibilities as defined.

B. Provide support, advice and leadership to assist Dean of Student Services to carry out assigned responsibilities.

C. Review and respond to all recommendations made by the Dean in an effort to keep lines of communication clear and accurate.

These Charter conditions are mutually acceptable to the undersigned:

_____ _____

Linda L. Dayton — Date
Dean of Student Services

_____ _____

Judith S. Eaton — Date
Academic Vice President

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JOHNSON COUNTY COMMUNITY COLLEGE
College Boulevard at Quivira Road
Overland Park, Kansas

CHARTER OF ACCOUNTABILITY

OFFICE OF ADMISSIONS AND RECORDS

I. MISSION

The purpose of the Admissions and Records Office is to provide the services necessary to operate an effective student recruitment program, organize a simplistic registration process and provide a diverse student activities program for the various publics served by the College.

II. POSITION RESPONSIBILITIES

A. Develop procedures and supervise the registration for credit and non-credit courses.

B. Maintain and prepare accurate student transcript records, class rosters, grade reports and other pertinent student data as it relates to the College needs.

C. Supervise and assist the Coordinator of Student Activities in the development and implementation of a comprehensive student activities program.

D. Develop and coordinate a student recruitment program for the College.

E. Recruit, interview, recommend, supervise and evaluate all full- and part-time admissions, records and student activities staff.

F. Evaluate the professional and hourly staff within the division and make a recommendation for retention, nonretention, promotion and/or special merit consideration.

G. Develop and recommend the fiscal year operating budget for the division in accordance with prescribed guidelines.

H. Administer the division operating budget for the current fiscal year within parameters established by the College Board of Trustees.

I. Make recommendations of accepting credit from other colleges and universities, CLEP and PEP examinations, and advanced standing programs in other than ordinary circumstances.

J. Review student records to determine total hours earned for any student filing an intent to graduate and maintain official graduation lists.

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K. Coordinate and prepare the State Finance Reports in conjunction with the Business Office.

L. Assist in the development and implementation of policies and procedures with regard to Privacy Rights of Parents and Students in conjunction with the Privacy Officer and Dean of Student Services.

M. Assume responsibility for maintaining an accurate inventory of supplies and equipment within the division.

N. Actively assist in the planning, development and promotion of ways and means for improving services to students.

O. Be responsible for expressing and supporting administrative decisions, College policies and operating procedures to the staff.

P. By June 30 of each year submit a written report by program delineating accomplishments and recommendations for improvement for succeeding fiscal years.

Q. Assist with research and grant activities as requested.

R. Serve on community and national organizations; attend conferences, workshops and institutes; and assist in the promotion of the instructional program as required.

S. Serve on branch and College-wide committees as appointed or elected. Assume other duties as delegated or assigned by the Dean of Student Services.

T. Assist the Dean of Student Services in the overall administrative responsibility for the promotion and interpretation of the branch goals and objectives to the community and the College.

III. GOALS AND OBJECTIVES FOR 1978-79

A. Registration Strategies

The entire registration process for both credit and noncredit courses will receive an on-going review with particular attention to easier access by prospective students and higher levels of accuracy in all records maintained.

1. A computerized telephone registration system will be developed by the spring of 1979 for implementation in the summer and fall of 1979.

2. On-line registration for continuing education will be developed during the fall of 1978 for implementation during the spring of 1979.

B. Student Recruitment

A diversified student recruitment program will be developed to help promote the College to the various publics and special interest groups served.

1. A comprehensive plan including all recruitment activities, advertising schedules and special events will be published in a time line schedule during the summer of 1978 to cover all events during the 1978-79 school year. The schedule will be evaluated and adhered to monthly during the school year with necessary adjustments implemented as needed.

2. A publications policy for all recruitment related literature will be developed during the fall of 1978 in cooperation with the Public Information Officer so that all publications are coordinated in layout, copy and design.

C. Student Records and Office Procedures

All phases of the office procedures used in the Admissions and Records Office will be continually reviewed and updated. Student records storage and retrieval will be reviewed and modified to provide more efficient access and organization.

1. Office security for all permanent records, including student applications, advanced standing documents, grade rosters, statistical records and State Finance Reports will be increased during the summer of 1978 to provide protection against fire, theft and tampering.

2. A record retention and storage policy will be recommended to the Board of Trustees during the fall of 1978 for implementation in the spring of 1979.

3. All forms used in the admissions and registration process will be reviewed during the summer of 1978 and suggested changes will be recommended to the Dean of Student Services for implementation during the fall of 1978. Form changes will have a direct tie-in with the record retention and storage policy.

4. Admissions policies and procedures for foreign students will be reviewed during the summer of 1978. Suggested revisions will be presented during the fall of 1978 for implementation during the spring of 1979.

5. Computer program changes designed to streamline the recordkeeping process will be recommended during the summer of 1978 with suggested implementation during the spring of 1979.

D. Student Activities

The Student Activities Program will be expanded both in quantity and quality. Continued emphasis will be placed on making the free time of students a cooperative factor with educational endeavors.

1. A Cinema Festival will be offered during the fall of 1978 highlighting a variety of films. Specific attention will be given to providing a cocurricular environment by involving various classes and instructors from different disciplines.

2. Information Desk services will be expanded to include evening and Saturday students during the fall of 1978. Increased services such as lost and found access, program coordination, ticket sales and referral services will be offered through the regular academic school year.

3. Develop a College Commons art exhibit area by providing locked display cases during the fall of 1978.

4. Provide a distribution center in the Commons area for all forms of printed material. Planning and construction of the center will take place during the summer of 1978 with the area fully operational in the fall of 1978.

5. Evaluate the feasibility of an Evening Student Council during the fall of 1978 with suggestions for implementation or nonimplementation during the spring of 1979.

6. Pursue an on-going series of cosponsored programs with faculty members during the academic year, where the funds and expertise of the Student Activities Office is made available in the establishment of programs which complement academic classroom offerings.

7. Establish a cultural series in cooperation with other divisions of the College to provide four to five programs during the 1978-79 school year.

IV. DELEGATED MANAGEMENT AUTHORITY

A. Approval

1. Budget

a. Approval of all interorganizational transfer of funds for the College Bookstore, Food Service and in-stock supplies of less than $300.

b. Within prescribed guidelines, approval of 8000 series budget changes.

c. Approval of 8000 series purchase order requests of less than $300 with the exception of line items 8310 and 8315.

2. Personnel

Approval of all Admissions and Records and Student Activities hourly staff time sheets.

3. Programs

a. Approval of refund of tuition and fees for noncredit classes for exceptional circumstances as stated in approved branch guidelines.

b. Approval of outside party access to student records.

c. Evaluation of students who meet the criteria for admission to selective programs.

d. Approval of Admissions and Records procedures for the College Catalog and course bulletins.

e. Approval of acceptance of all foreign students that meet admissions criteria.

B. Recommendations

1. Budget

a. Recommendation of all travel requests for members of the Admissions and Records and Student Activities staff.

b. Recommendation of budget changes between programs, organizations and expenditure series.

c. Recommendation of annual budget by program area within the division of Admissions and Records and Student Activities.

d. Recommendation of capital item (9000 series) expenditures of less than $300.

e. Recommendation of institutional memberships related to Student Services.

2. Personnel

a. Recommendation of all full-time and part-time hourly and professional staff positions for the division.

b. Recommendation of the dismissal or rehiring of all full-time personnel in the division based upon annual performance evaluations.

c. Recommend to the Dean of Student Services all divisional staff requests for compensated and noncompensated leave.

d. Recommendation of staff performance evaluations.

3. Programs and Structure

a. Recommendation of all printed forms and materials used in the division.

b. Recommendation of State Finance Report.

c. Recommendation of organizational changes within the division to increase level of service to students.

d. Recommendation of all materials used for class schedules, College Catalog and community education noncredit bulletin.

e. Recommendation of candidates for graduation.

V. CHARTER SUMMARY

Given that the Director of Admissions and Records is carrying out the functions assigned in an effective manner, the Dean of Student Services is <u>not</u> expected to:

A. Prepare and monitor the Admissions and Records and Student Activities budgets.

B. Provide day-to-day management of the Admissions and Records, Student Activities area.

The Dean of Student Services <u>is</u> expected to:

A. Review progress in meeting assigned goals.

B. Provide guidance and support in carrying out assigned tasks.

C. Maintain a high level of cooperation and communication.

These Charter conditions are mutually acceptable to the undersigned:

_____ _____

Wilford H. Chatham, Director of Admissions and Records — Date

_____ _____

Linda L. Dayton, Dean of Student Services — Date

JOHNSON COUNTY COMMUNITY COLLEGE
College Boulevard at Quivira Road
Overland Park, Kansas

CHARTER OF ACCOUNTABILITY

DIVISION OF COMMUNITY SERVICES

I. MISSION

The mission of the Community Services Division is to conduct a variety of visible and accessible informal educational services to provide a focus of outreach, stimulations and responses for individuals and organizations in the community--working in an effective and efficient manner cooperatively with and in support of other divisions of the College as well as a large variety of resources outside the College.

II. POSITION RESPONSIBILITIES

A. Administer, as director, the Community Services Division of the College.

B. Develop and recommend the budget for the Community Services Division.

C. Assume responsibility for supplies, materials and equipment as well as arrangement of facilities and related audio-visual, food services, custodial and transportation needs for the programs of the Community Services Division.

D. Assume responsibility for Community Services staff; recommend selection, provide orientation, supervise and evaluate.

E. Provide effective two-way channel of communication between the administration and division staff, with responsibility for expressing and supporting administrative decisions, College policies and operating procedures to the staff.

F. Study the educational needs of the community and coordinate with the Dean of Student Services, Director of Continuing Education, academic directors, Director of Special Student Services, Student Activities Coordinator, as well as various community agencies and organizations in development and implementation of community education courses and activities to serve the Johnson County community.

G. Develop and recommend program selection, scheduling and personnel as well as initiate promotion and publicity and provide for participant evaluation as deemed necessary.

H. Cooperate with the Admissions Office regarding enrollment and that all programs are met as scheduled or that alternatives are set up in accordance with College policies.

I. Develop and coordinate planning contacts with various local agencies and organizations including advisory committees and individuals for educational services.

J. Work through the Dean of Student Services to assure that the education programs within the division comply with existing state and College regulations.

K. Support and assist the total College program and perform any special duties assigned.

L. Develop and coordinate research and grant activities for Community Services Division programs.

M. Serve on College, community, state and national committees and organizations; attend conferences, workshops and institutes.

III. GOALS AND OBJECTIVES FOR 1978-79

A. VIEWS and Personal Development Programs

Develop, stimulate and package programs and services to open up barriers and expand concepts and activities beyond stereotyped concepts in attainment of individual responsibility, involvement in the mainstream of lifelong development, significant community and career involvement--as well as effective personal/family relationships in a cooperatively managed home. These programs will be of special interest to women, single adults, minorities and those who may be displaced or undereducated.

1. Offer during the year (including some courses in the summer semester) a coordinated "package" of noncredit courses, special events, seminars and workshops managed by Community Services or developed by other College divisions addressing a variety of needs of women's role in the 1970's including personal growth and life cycles, health and physical development, sexuality, etc., through career development.

2. Investigate outside funding sources and develop a grant application to increase 1979-80 resources for programs and/or services.

3. Continue and improve efficiency and effectiveness of cooperative educational activities with Johnson County Mental Health Center and Family and Children Services by conducting courses and activities with each organization.

B. Community Cultural Programs

Provide a wide variety of attractive and accessible cultural programs to the community using local and Johnson County Community College resources as well as national individuals and groups and regional educational institutions.

1. Offer a variety of lectures, performances, audio-visual presentations and discussions, etc., mostly off campus; conduct ten educational tours.

2. Cooperate with the Humanities Division as well as Student Activities to present at least one appropriate professional music or dramatic production.

3. Develop a broader basis of support for cultural arts and increase cultural activity in the College district by initiating cooperative founding of a Johnson County Cultural Arts Council; establish a basic office for the Cultural Arts Council of Johnson County by October, 1978, and facilitate adoption of by-laws and establishment of a governing council by February, 1979.

C. Sixty or More

Continue to develop independently and/or cooperatively educational services and outreach to meet the lifelong developmental needs and interests of those over 60--through the Brown and Gold Club and its entry to Johnson County Community College courses as well as by cooperation with community groups of senior citizens and agencies providing services to the elderly, including educational programs for those of all age groups regarding sociological and psychological aspects of aging and pre-retirement planning.

1. Continue all cooperative involvement in developing and presenting educational programs and services designed for the special needs of the elderly and develop cooperation with three new agencies, churches or organizations.

2. Cooperate in sponsoring a short course or seminar in the field of aging that will include approval for professional in-service credit.

3. Investigate outside funding sources and develop a grant application to increase resources for programs for those "60 or More" during the period 1978-80.

D. Citizens Forum

Develop a plan to bring more citizens together to study, discuss, express opinions about and/or take action regarding civic responsibilities or social concerns.

1. Offer a variety of cooperative programs, including a major conference.

2. Continue Great Decisions activity for Johnson County Community College students and other community groups during fall and spring semesters.

E. Community Services--General

Develop and implement a variety of Community Services activities.

1. Continue to conduct Speakers Bureau of Johnson County Community College staff (and student) presentations. Recruit staff members to participate; print and distribute a brochure to community groups by June 30, 1979.

2. Continue to develop and improve College/community contacts and avenues of cooperation/communication with individuals and groups, including maintaining community lists of individuals and groups and attending meetings of a variety of community groups.

3. Coordinate increased cooperative community theater activities with the Barn Players, Inc.; assist Barn project of drama by and for the elderly.

4. Develop a structured volunteer program plan for the College for implementation in fall, 1979.

5. Cooperate with community efforts for improvement of child care and distribute College-produced Directory of Group Child Care Centers for 1978-79.

6. Continue to provide programs for gifted students; explore possibility of transferring this program to Special Student Services, spring, 1979.

7. Develop, recommend and implement a plan for a College Community Center for Education, to be opened in spring, 1979.

IV. DELEGATED MANAGEMENT AUTHORITY

A. Approval

1. Budget

a. Approval of all interorganizational transfer of funds (e.g., bookstore, food service, in-stock supplies) of less than $300.

b. Approval of 8000 series purchase order requests of less than $300 with the exception of line items 8310 and 8315.

2. Personnel*

   a. Approval of salaried staff accountability plans.

   b. Approval of all substitute assignments.

   c. Approval of time sheets submitted by hourly employees of the division.

   d. Approval of instructor assignment within established guidelines.

3. Programs

   a. Approval of routine requests by staff that do not require other line authority approval.

   b. Approval of outlines for programs or short courses within established guidelines.

   c. Approval of supplementary materials used in short courses or programs.

   d. Approval of requests to enroll in closed classes.

B. Recommendations

1. Budget

   a. Recommendation of an annual organization budget.

   b. Recommendation of budget change between series, funds and programs.

   c. Recommendation of approval of capital expenditures (9000 series).

   d. Recommendation of all travel requests for Community Services area.

   e. Recommendation of all expenditure requests over $300.

   f. Recommendation of institutional memberships related to Community Services.

2. Personnel

   a. Recommendation of the appointment, retention, reassignment and dismissal of all full-time and part-time Community Services Division staff.

   b. Recommendation of candidates for program advisory committees.

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*All personnel actions are subject to Board approval.

c. Recommendation of approval of staff absences and leave requests.

d. Recommendation of staff performance evaluations.

3. Programs and Structures

a. Recommendation of policy and procedures affecting programs in the Community Services Division.

b. Recommendation of Community Services program goals and objectives.

c. Recommendation of approval of that portion of the College Catalog specifically relating to the Community Services Division.

d. Recommendation of approval of all programs and event scheduling for the Community Services Division.

e. Recommendation of approval of all program reports being submitted to the State Department of Education, Vocational Division, forwarded from the Community Services Division.

f. Recommendation of approval of course descriptions, class sizes, locations, textbooks and materials for Community Services programs.

g. Recommendation of approval of course fees charged within established guidelines.

h. Recommendation of cancellation of scheduled programs or events due to insufficient enrollment or other cause.

i. Recommendation of approval of grant requests and reports having to do with budget and operations of the Community Services Division.

j. Recommendation of approval of all printed publicity, programming or packaging of materials designed to provide information or generate interest in Community Services Division programs.

k. Recommendation of contracts and agreements with outside agencies.

V. CHARTER SUMMARY

Given that the Community Services Division Director is carrying out the functions assigned to the office in an effective manner, the Dean of Student Services is <u>not</u> expected to:

A. Prepare or monitor the division budget with the exception of personnel, travel and capital items.

B. Develop outlines or materials for short courses or programs offered by the division.

C. Conduct a formal evaluation of personnel other than the division director.

D. Resolve personnel, budgetary or program problems within the division unless those problems require a decision in areas not delegated to the director.

E. Develop routine policies or procedures to be used exclusively within the division.

F. Consult directly with division staff about routine operation of the division.

G. Carry out any responsibility assigned to the division director except in his absence.

H. Make major changes in divisional organization or facilities without consultation with the director.

The Dean of Student Services is expected to:

A. Periodically review the performance of the division based upon the progressive realization of the job.

B. Review division plans and recommendations and clearly define expectations of the job.

C. Provide advice, counsel and supportive leadership to assist the division director in the positive realization of this Charter.

D. Provide a twelve-month calendar that indicates dates that routine projects and reports are due in the Dean's office.

These Charter conditions are mutually acceptable to the undersigned:

_____ _____

Virginia W. Krebs — Date
Director, Community Services Division

_____ _____

Linda L. Dayton — Date
Dean of Student Services

JOHNSON COUNTY COMMUNITY COLLEGE
College Boulevard at Quivira Road
Overland Park, Kansas

CHARTER OF ACCOUNTABILITY

GALLAUDET COLLEGE EXTENSION CENTER

I. MISSION

The general mission of the Center is to facilitate the delivery of services from Gallaudet College and other institutions and agencies in a five-state region including Kansas, Missouri, Iowa, Nebraska and Oklahoma. The staff of the Center will act in the role of consultant/liaison or coordinator to provide for better utilization of services for the deaf in this region.

The Center staff will implement a program of services including seminars, workshops, conferences and consultation, meeting the academic, social, cultural and economic needs of hearing impaired persons in the region. The Center will disseminate information on deafness or information on grants relating to deafness to appropriate agencies and individuals and will develop a regional directory of key persons or agencies relating to services for deaf persons.

II. POSITION RESPONSIBILITIES

A. Develop and recommend the fiscal year operating budget for the division in accordance with prescribed guidelines. Administer the division operating budget for the current fiscal year within parameters established by the College Board of Trustees and Gallaudet College.

B. Provide leadership in evaluating the need for and recommending materials and equipment necessary for effective maintenance and implementation of programs within the division. Be responsible for the control and maintenance of equipment in the division. Assume responsibility for maintaining an accurate inventory of equipment within the division.

C. Schedule and conduct regular meetings of the division.

D. Recruit, interview, recommend and supervise division staff.

E. Evaluate the staff within the division and make a recommendation for retention, nonretention, promotion and/or special merit consideration.

F. Provide for an effective two-way channel of communication between the administration and division staff.

G. Orient new full- and part-time faculty to the division and coordinate professional development activities.

H. Have direct line authority over division staff and be responsible for all educational programs within the division.

I. Be responsible for expressing and supporting administrative decisions, College policies and operating procedures to the staff.

J. Work with Advisory Board, agencies and groups to determine needs in the region. Plan and arrange for activities to meet the needs expressed by the above mentioned groups. Keep the Advisory Board informed in regard to Center activities.

K. Maintain liaison with Gallaudet College in regard to programming activities.

L. Work through appropriate Dean to coordinate activities with College activities.

M. Assume responsibility for supervising and evaluating Center activities.

N. Act as a consultant for groups having need for information on deafness.

O. Conduct or assist in performing workshops when appropriate.

P. Set up and coordinate needed continuing education classes for the hearing impaired in the region.

Q. Develop a list of persons in the area in regard to deafness including professionals working with deaf persons, deaf adults and parents of deaf children.

R. Develop goals and objectives to be met in keeping with the goals of the branch and Gallaudet College Center for Continuing Education.

S. Submit written progress reports quarterly to the Dean, Academic Vice President, President, representatives from Gallaudet College Center for Continuing Education and the Advisory Board.

T. Serve on community and national organizations; attend conferences, workshops and institutes that relate to the promotion of the Center's activities.

U. Serve on College committees as appointed; perform special assignments as required.

V. Propose and manage budget items for the Center.

III. GOALS AND OBJECTIVES FOR 1978-79

A. Get to know area resources in an effort to be able to serve as a linkage between resources and in an effort to serve in the area of information dissemination to those who need information.

1. The Resource Directory containing names of deaf adults, professionals, parents of deaf children and other interested persons will include over 2,000 names by July 1, 1979.

2. At least one trip will be made to each state to become more aware of area resources.

3. One Advisory Board meeting will be called in the fall, 1978, to re-evaluate area needs.

B. Continue to establish and maintain contacts with persons from Gallaudet College and other national sources in an effort to keep up with the variety of resources that are available to the midcentral states.

Contact will be made on a personal quarterly basis with either the Dean or the Associate Dean of Continuing Education from Gallaudet College to discuss the program and become more knowledgeable of Gallaudet College resources.

C. Information collection, dissemination and referral is an important aspect of the Center.

1. Information about the Center will be distributed to at least 500 people through presentations to various groups.

2. The Center will establish a regional bookstore at Johnson County Community College prior to June, 1979.

3. The Center will distribute information to individual requests about deafness to a minimum of 200 persons before July 1, 1979.

D. The Center is a needs based center. Regional needs will be determined through a variety of methods including Advisory Board input, analysis of requests and stimulation of interest in the field of deafness. These needs will then be used to determine what kinds of workshops, seminars, etc., will be conducted. Resources used to meet area needs will be regional resources, Gallaudet College resources and national resources.

A minimum of eight workshops, seminars or conferences will be conducted before June 30, 1979.

E. The Center will help stimulate interest in the field of deafness through dissemination of information on deafness to the general public.

1. The director will make at least two presentations to general groups of persons before June 30, 1979.

2. At least one article will be printed in a local newspaper regarding general myths of deafness.

F. The Center will offer lectures, seminars or other activities to provide information to employers wanting to hire deaf persons or professionals wanting to have more information to enable them to work with deaf persons.

The Center will conduct four activities for professionals or employers to increase their knowledge of deafness.

G. The Center will offer continuing education classes for those groups of hearing individuals who have a need for more long-term information input.

The Center will set up or facilitate setting up a minimum of three continuing education classes outside of the Kansas City region ranging from sign language to parent education classes.

H. The Center will facilitate the establishment in the midcentral states of those activities that have been labeled by Gallaudet College as extension services.

The Center will facilitate the occurrence in the region of two graduate level classes from Gallaudet College for the summer of 1979.

I. The Center director will assist in establishment of a comprehensive continuing education program for deaf adults in the greater Kansas City area.

1. A consortium of community colleges will be set up to meet the continuing education needs of deaf adults in the Kansas City area.

2. The Center director will spend approximately 10% of the time working with the continuing education project for the Kansas City area.

J. The staff of the Center will participate in other activities for the good of the Center and/or personal, professional development.

1. At least one activity will be engaged in to increase the professional development of the director prior to July, 1979.

2. A quarterly progress report will be submitted to both JCCC and Gallaudet College.

IV. DELEGATED MANAGEMENT AUTHORITY

A. Approval

1. Budget

a. Approval of all interorganizational transfer of funds (e.g., bookstore, food service, in-stock supplies) of less than $300.

b. Approval of 8000 series purchase order requests of less than $300 with the exception of line items 8310 and 8315.

c. Within prescribed guidelines approval of 8000 series budgetary changes.

2. Personnel*

a. Approval of staff accountability plans.

b. Approval of all substitute assignments.

c. Approval of time sheets submitted by hourly employees of the division.

d. Approval of interpreter assignments within established guidelines.

3. Programs

a. Approval of routine requests by staff that do not require other line authority approval.

b. Approval of routine division procedures.

B. Recommendations

1. Budget

a. Recommend an annual organization budget by program.

b. Recommend budget for new programs.

c. Recommend budget change between series, funds and programs. Recommendation of all expenditures over $300.

d. Recommend approval of expenditures. Recommend approval of conference requests and related travel and expenses. Recommendation of institutional memberships related to Student Services.

2. Personnel, Programs and Structure

a. Recommend the appointment, retention, reassignment and dismissal of division staff.

b. Recommend candidates for program advisory committees.

c. Recommend payment for part-time personnel including consultants.

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*All personnel actions are subject to Board approval.

d. Recommend approval of staff absences and leave requests.

e. Recommend policy and procedures affecting programs in the division.

f. Recommend program goals and objectives.

g. Recommend programs for workshops, seminars and other Center activities.

h. Recommend approval of grant requests and reports having to do with budget and operations of the division.

i. Recommend approval of all programming or packaging of materials designed to provide information or generate interest in division programs.

j. Recommend contracts and agreements with outside agencies.

V. CHARTER SUMMARY

Given that the division director is carrying out the functions assigned to the office in an effective manner, the Dean of Student Services is <u>not</u> expected to:

A. Prepare or monitor the division budget with the exception of personnel, travel and capital items.

B. Conduct a formal evaluation of personnel other than the division director.

C. Resolve personnel, budgetary or program problems within the division unless those problems require a decision in areas not delegated to the director.

D. Develop routine policies or procedures to be used exclusively within the division.

E. Consult directly with division staff about routine operation of the division.

F. Carry out any responsibility assigned to the division director except in his absence.

G. Make major changes in divisional organization or facilities without consultation with the director.

H. Maintain communication with the Dean of Continuing Education staff regarding the everyday activities of the Center.

The Johnson County Community College Dean of Student Services is expected to:

A. Periodically review the performance of the division based upon the progressive realization of the accountabilities set forth herein.

B. Review division plans and recommendations and clearly define expectations of the job.

C. Provide advice, counsel and supportive leadership to assist the division director in the positive realization of this Charter.

D. Provide a twelve-month calendar that indicates dates that routine projects and reports are due in the Dean's office.

E. Provide input to the Academic Vice President needed to maintain directional communication with the Gallaudet College Center staff.

F. Keep the Dean of Continuing Education at Gallaudet College informed of major changes at Johnson County Community College that could affect the Gallaudet College Center.

G. Meet once a year with Gallaudet College staff to discuss Center developments--past, present and future.

H. Send evaluation of division director to Dean of Continuing Education at Gallaudet College.

The Dean of Continuing Education, Gallaudet College, is expected to:

A. Periodically review the performance of the division based upon the progressive realization of the accountabilities set forth herein.

B. Review division plans and recommendations and clearly define expectations of the job.

C. Provide advice, counsel and supportive leadership to assist the division director in the positive realization of this Charter.

D. Provide a twelve-month calendar that indicates dates that routine projects and reports are due in the Dean's office.

E. Provide liaison between Gallaudet College staff and Gallaudet College Extension Center.

F. Keep the director informed of major changes at Gallaudet College that will affect the status of the Center.

G. Meet quarterly with Gallaudet College Center staff to provide review and evaluation of the Center activities and input for future activities.

These Charter conditions are mutually acceptable to the undersigned:

Edward L. Franklin, Director of Gallaudet College Extension Center	Date
Linda L. Dayton, Dean of Student Services	Date
Dr. Tom Mayes, Vice President of Public Services, Gallaudet College	Date

JOHNSON COUNTY COMMUNITY COLLEGE
College Boulevard at Quivira Road
Overland Park, Kansas

CHARTER OF ACCOUNTABILITY

DIVISION OF STUDENT DEVELOPMENT/SPECIAL SERVICES

I. MISSION

The Director of Student Development/Special Services shall be responsible for all service and instructional aspects of the division as they relate to the branch, the College and the community. The director shall serve as the chief divisional administrative representative in the articulation of the annual operational goals and objectives for the eleven separate program budget areas. The director shall be responsible for facilitation of continuing program areas in the division while implementing new program components specific to the needs of Johnson County Community College students. Enhancement of student opportunities will be carried out through a combination of indirect and direct student services and course offerings that are both credit and noncredit.

A commitment to operational goals and objectives developed through input of the community, peer educational professionals and Johnson County Community College students will be continued in the division's operational mission. A commitment to professional development of all staff will be on-going to ensure relevant services and offerings to the students served by the Student Development/Special Services Division.

II. POSITION RESPONSIBILITIES

A. Represent the Student Development/Special Services Division as the chief administrator of the division.

B. Conduct an annual written evaluation of all full-time professional and hourly personnel.

C. Interview, screen and prepare recommendations of all professional staff for Board of Trustee action.

D. Develop and sign all contracts and timesheets for all part-time professional and both full- and part-time hourly personnel.

E. Assemble a divisional budget on a fiscal year basis using a by-program format.

G. Monitor the spending of each program budget within the division as approved by the goals and objectives of the branch as well as state and federal guidelines as required for specific programs.

H. Coordinate and monitor divisional in-service and staff development.

I. Development and evaluation of a semester-by-semester bulletin and catalog publication of credit course offerings.

J. Development and evaluation of a semester-by-semester bulletin of non-credit offerings.

K. Recommendation and sign-off of all new courses or programs recommended from the Student Development/Special Services Division for Curriculum Committee action.

L. Sign-off and recommendation for all divisional purchase order requests, i.e., travel, graphics/media and supplies/materials.

M. Represent the College and division at various local, state and national functions in the various areas included in the Student Development/ Special Services Division.

N. Recommend program advisory committees for the Board of Trustees' approval and attend the individual advisory committee meetings.

O. Prepare state and federal reports as required by programs funded under special noncollege funding, i.e., ABE/GED, Project CLEAR.

P. Prepare College-related reports as requested and required, i.e., year-end report, Charter of Accountability.

Q. Serve on College committees and councils as appointed or required, i.e., Academic and Administrative Councils, Curriculum and Fiscal Affairs.

R. Perform other duties assigned by the Dean of Student Services.

III. GOALS AND OBJECTIVES FOR 1978-79

A. Divisional Operation

Efficient program management and operation will be implemented through interpretation of College policies, decisions and operational procedures.

1. Continue to produce a credit course schedule of course offerings for both fall and spring semesters at a level in line with current student response. Emphasis for 1978-79 will be to better market existing offerings and usage of instructional staff; on-going, 1978-79.

2. Continue to develop and submit a noncredit set of course offerings with an attempt to expand the services to specialized populations; on-going, 1978-79.

3. Process all forms of purchase orders and business processes for the various program areas within the division; on-going, 1978-79.

4. Develop and forward all personnel matters relative to replacement, status change and job performance to the required review stations; on-going, 1978-79.

5. Submit for Board of Trustees' approval the advisory committees for the Student Development/Special Services Division, June, 1979.

6. Correlate with the Academic Branch in developing a standard set of eleven program budget area annual reports, June, 1979.

7. Correlate with the College-wide process the development of program budgets for fiscal year 1979-80 in each of the eleven program areas, 1978-79.

B. Instructional Methodology Review

Provide curricular offerings and new instructional formats that will relate to relevant instruction of students.

1. A proposal to review the existing instructional methods, potential marketing strategies and how they will be used in student advising will be recommended to the Dean of Student Services by July 15, 1978.

2. Staff in-service will be conducted on the outcomes of the curriculum evaluations as relates to access and effectiveness of career and general education offerings at Johnson County Community College, spring, 1979.

3. Instructional staff in the division will have the opportunity to develop and submit new instructional designs as a part of their approved job descriptions. At least one new course will be recommended each semester.

C. Staff Communications

Information dissemination will be continued as an on-going need to maintain effective staff operation.

1. Staff

   a. Design and carry out a specific agenda of in-service for school year start-up, August, 1978, and January, 1979.

   b. Distribute a set of program area goals and objectives to all staff members, August, 1978.

   c. A set of the Director of Student Development/Special Services, Dean of Student Services and Academic Vice President's Charter of Accountability will be made available to all staff for review

as relates to branch goals, objectives and programming for the coming fiscal year, August, 1978.

d. Schedule all staff meetings for the division as requested or as the issues affecting all staff indicate necessary; on-going, 1978-79.

e. Relevant newsletters, articles and publications will be routed to various program personnel as they are received by the director; on-going, 1978-79.

2. The division director will:

a. Accept an active role in both the College's Curriculum and Fiscal Affairs Committees by attending at least 70% of committee meetings and dissemination of committee activities; on-going, 1978-79.

b. Continue to participate in at least 70% of the College's Academic and Administrative Councils and route the data to specific areas affected by decisions of the two councils to the Student Development/Special Services Division.

c. Continue to monitor and attend at least one of each of the advisory committee meetings of each program area within the division during the coming fiscal year, i.e., Hearing Impaired Program, Career Planning and Placement, Veterans Affairs and Adult Basic Education-GED.

D. Community Education

Response to both community identified and institutional discovered needs for special programming will be continued.

1. Both on-campus and on-site delivery of programs will be offered as part of the Student Development section of community education; on-going, 1978-79.

2. Thirty course sections will be developed and offered each semester; on-going, 1978-79.

E. Staff Roles and Evaluations

Position responsibilities will continue to be clarified and moved toward performance evaluations for both salaried and hourly persons within the division.

1. Through the development of a written job description or revision of existing job descriptions, work activities and position tasks will be produced and given to staff, September, 1978.

2. Job roles will be designed and written on the basis of hours worked per week under the guidelines of those approved by the Johnson County Community College Board of Trustees and utilize a tenths time basis for matching tasks to time priorities, September, 1978.

3. Monitor and report to the staff of the division the findings of the Academic Branch plan for evaluation and its implementation guidelines, spring, 1979.

4. Notify the divisional staff, both hourly and salaried, of the 1978-79 staff evaluations, the techniques to be used and time period of the evaluations, February, 1979.

5. Compile and supply the Dean of Student Services a copy of each individual staff member's evaluations, February, 1979.

6. Allow individual staff members time in the evaluation process to review their personal evaluation and submit a written response to be forwarded with the overall evaluation, February, 1979.

F. Staff Development

The Student Development/Special Services Division will continue to stress the value of personal development of staff as it relates to professional growth of all persons in the total division.

1. Staff

   a. A general registry of staff appointments and selection of divisional personnel to Johnson County Community College-wide committees will be assembled by July 15, 1978, and distributed to the full staff during in-service week, August, 1978.

   b. Salaried staff will be scheduled four hours of time per work week for professional development and committee work activities starting with the 1978-79 fiscal year.

   c. Divisional personnel will be encouraged to represent the College and their program areas within the division at specific conferences, seminars and meetings.

2. The division director will:

   a. Attend a minimum of five meetings, seminars and conferences relating to the field of human services during the coming fiscal year. Represent the College as a professional officer of specific organizations related to the program areas within the division, i.e., KAEA, ABE Commission; on-going, 1978-79.

   b. Provide continued community contact and involvement on the county and local level by maintaining an active role in the various service and instructional agencies serving various

publics, i.e., Johnson County Mental Health Association, Johnson County Mental Retardation Center and Johnson County Unified School District; on-going, 1978-79.

c. Maintain active memberships in at least six organizations relevant to the division to ensure on-going awareness of activities and distribution of relevant new literature and program activities, i.e., President's Council on Handicapped, APGA, KACRAO, AEA, KAEA and KPGA; on-going, 1978-79.

d. Maintain an on-going working correspondence with at least five special service groups, i.e., CETA, PWI, ERIC, AACJC, Vocational Rehabilitation and Vocational Education; on-going, 1978-79.

e. Present a program related to a program area within the division at one conference during the fiscal year; on-going, 1978-79.

IV. DELEGATED MANAGEMENT AUTHORITY

A. Approval

1. Budget

a. Approval of all interorganizational transfer of funds (e.g., bookstore, food service, in-stock supplies) of less than $300.

b. Approval of 8000 series purchase order requests of less than $300 with the exception of line items 8310 and 8315.

c. Within prescribed guidelines approval of 8000 series budgetary changes.

2. Personnel

a. Approval of staff accountability plans.

b. Approval of all substitute assignments.

c. Approval of time sheets submitted by hourly employees of the division.

d. Approval of instructor assignment within established guidelines.

3. Student

a. Approval of student request to add courses or change sections after start of classes.

b. Approval of student request to enroll in closed classes.

c. Approval of field trip requests.

d. Approval of independent study.

4. Other

a. Approval of routine requests by staff that do not require other line authority approval.

b. Approval of course abstracts and course outlines within established guidelines.

c. Approval of supplementary materials as submitted by instructors.

d. Approval of routine division procedures.

B. Recommendations

1. Budget

a. Recommend an annual organization budget by program.

b. Recommend budget for new programs.

c. Recommend all capital, personnel and travel expenditures.

d. Recommend 7000 series budget allocation changes.

e. Recommend budget change between series, funds and programs.

f. Recommend all expenditures of over $300.

2. Personnel

a. Recommend the appointment, retention, reassignment and dismissal of division staff.

b. Recommend approval of summer projects and instructor release time.

c. Recommend approval of conference request and related travel and expenses.

d. Recommend candidates for program advisory committees.

e. Recommend payment for substitute instruction.

f. Recommend approval of staff absences and leave requests.

g. Recommend approval of part-time and overload assignments.

h. Recommend approval of all division personnel items including consultants.

3. Program

   a. Recommend changes in credit and noncredit curriculum.

   b. Recommend policy and procedures affecting programs in the division.

   c. Recommend program goals and objectives.

   d. Recommend approval of that portion of the College Catalog specifically relating to the division.

   e. Recommend approval of all credit and noncredit scheduling of classes for the division.

   f. Recommend approval of all program reports being submitted for the State Department of Education and federal programs, i.e., VCIP, ABE/GED.

   g. Recommend approval of selection of class locations.

   h. Recommend approval of course fees charged within established guidelines.

   i. Recommend approval of course descriptions submitted by instructors.

   j. Recommend cancellation of scheduled classes due to insufficient enrollment or other cause.

   k. Recommend optimum class size.

   l. Recommend all contract and legal agreements for program areas.

4. Student

   a. Recommend approval of all grade changes and assignment of Contract I submitted by division staff.

   b. Recommend approval of all advanced standing credit for the division.

5. Other

   a. Recommend approval of grant requests and reports having to do with budget and operations of the division.

   b. Recommend approval of all programming or packaging of materials designed to provide information or generate interest in division programs.

   c. Recommend approval of textbooks and supplemental publications.

d. Recommend revision of existing policies and procedures.

e. Recommend contracts and agreements with outside agencies.

V. CHARTER SUMMARY

Given that the Director of Student Development/Special Services is carrying out the functions assigned to the position in an effective manner, the Dean of Student Services is not expected to:

A. Initial preparation and daily monitoring of the program budgets for the Student Development/Special Services Division.

B. Preparation and monitoring of specific program reports, i.e., ABE/GED for state and federal reports.

C. The day-to-day management and operation of the Student Development/ Special Services Division.

D. The initial preparation and operation of staff development and committee representation for persons in the Student Development/Special Services Division.

E. Preparation of and daily monitoring of weekly work schedule for various staff in the Student Development/Special Services Division.

F. Preparation of and weekly sign-off for hourly personnel working in the Student Development/Special Services Division.

The Dean of Student Services is expected to:

A. Provide regularly scheduled review of the individual programs within the division as related to goals and staff responsibilities.

B. Provide input to the Academic Vice President needed to maintain directional communication with the Student Development/Special Services staff.

C. Provide supportive leadership and guidance in directing the Director of Student Development/Special Services in carrying out his assigned responsibilities.

D. Provide a written response to all procedural and policy changes recommended from the division to ensure clear and accurate communications.

These Charter conditions are mutually acceptable to the undersigned:

_____ _____

Larry Devane — Date

Director, Student Development/Special Services

_____ _____

Linda L. Dayton — Date

Dean of Student Services

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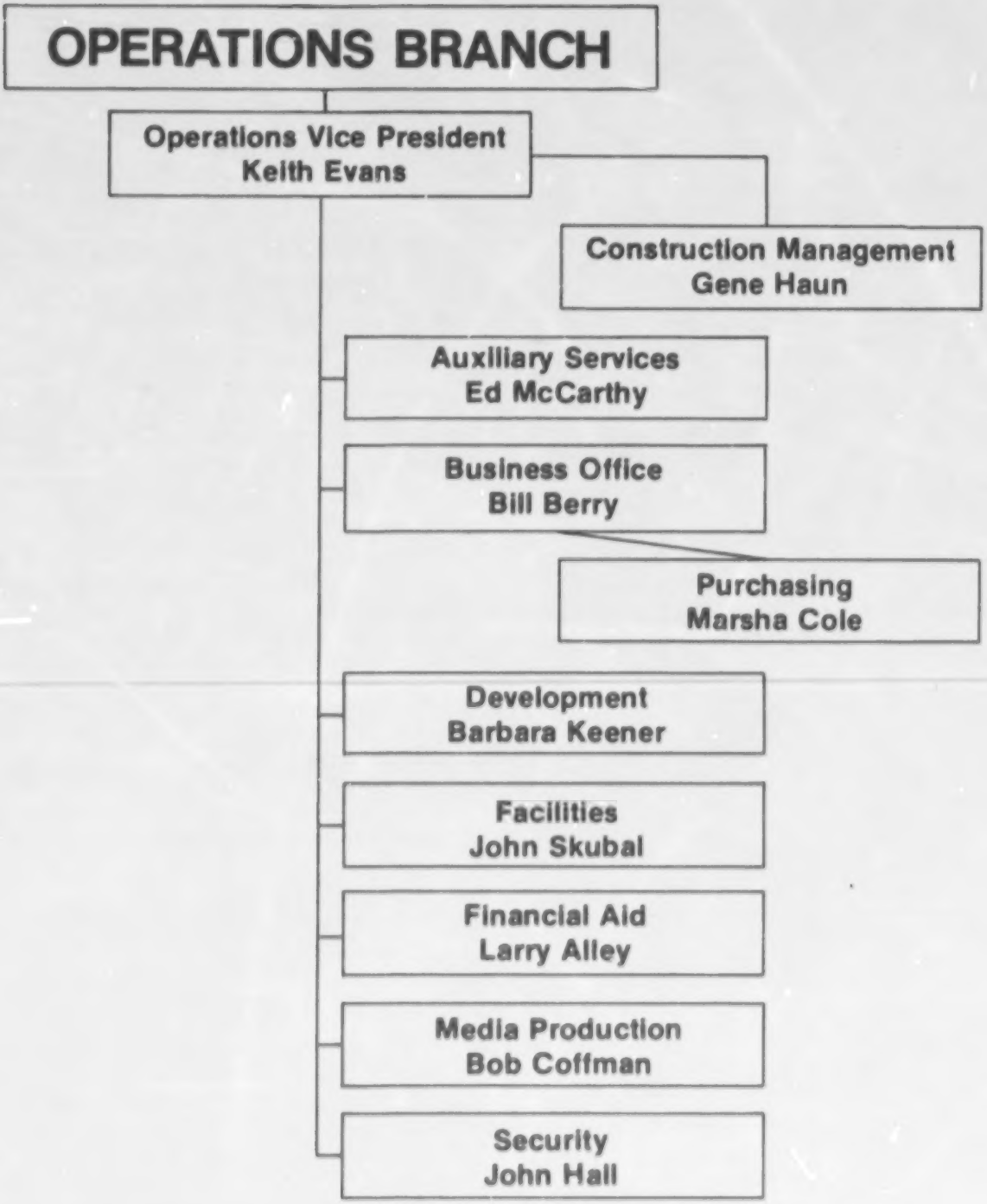
Part III


OPERATIONS BRANCH
Operations Vice President
Keith Evans
Construction Management
Gene Haun
Auxiliary Services
Ed McCarthy
Business Office
Bill Berry
Purchasing
Marsha Cole
Development
Barbara Keener
Facilities
John Skubal
Financial Aid
Larry Alley
Media Production
Bob Coffman
Security
John Hall

JOHNSON COUNTY COMMUNITY COLLEGE
College Boulevard at Quivira Road
Overland Park, Kansas

CHARTER OF ACCOUNTABILITY

OFFICE OF THE OPERATIONS VICE PRESIDENT

I. MISSION

The Operations Vice President administers the College's fiscal and support activities in the most cost-effective manner in order to provide such services necessary to support the instructional program, the staff and the students.

II. POSITION RESPONSIBILITIES

A. Act as the chief operating officer of the College.

B. Provide leadership for the effective administration of the diverse functions comprising the Operations Branch.

C. Provide leadership in the development of the Operations Branch budget.

D. Maintain the Operations Branch budget to insure that budget expenditures and budgeting changes are consistent with stated branch goals and objectives.

E. Recommend the selection of all Operations Branch personnel.

F. Coordinate professional development opportunities for all Operations Branch personnel.

G. Perform other duties as assigned by the President of the College.

III. GOALS AND OBJECTIVES FOR 1978-79

A. Long-Range Goals

1. Provide a responsive and efficient automated business system which meets the operational and informational needs of the College.

2. Provide a physical facility in a cost-effective manner which meets both the demands of the College and the need for energy conservation.

3. Provide for the profitable operation of the College auxiliary enterprises resulting in sufficient net profit to support payments to the Commons revenue bonds and to relieve the General Fund of expenditures where appropriate.

4. Provide financial management procedures which maximize revenue and effectively expend resources.

5. Provide a centralized purchasing function which responsibly meets the operational needs of the College.

6. Increase financial aid revenue to a level which will meet the financial needs of all qualified potential and current students.

7. Provide media services of a quality and service level consistent with the needs of the College.

8. Provide for adequate security and safety of the College 24 hours a day.

9. Provide effective procedures for seeking and administering grants and gifts.

10. Provide for the cost-effective planning and construction of new facilities.

B. Short-Range Objectives

1. Design an automated, cost-effective business system implementing a financial accounting and accounts payable module by July, 1979, and implementing the payroll module by January, 1980.

2. Fully implement an energy management program which reduces kilowatt hours by 20% (by July, 1979).

3. Complete an effective program-oriented budget process resulting in a workable line item budget for fiscal year 1979-80 (by July, 1979).

4. Bring the Financial Aid Office to a position of acceptable Federal audit standards in all areas (by July, 1979).

5. Maintain a 1978-79 fiscal year unencumbered cash balance of $700,000 in the General Fund and $200,000 in the Vocational Fund (by June 30, 1979).

6. Maintain a positive cash flow.

7. Maintain a responsive investment program.

8. Improve campus signs both internally and externally (by June, 1979).

9. Develop a comprehensive development office which effectively generates gift and grant activity for the College.

10. Improve procedures for informing new and ongoing employees about their benefits and associated options.

11. Investigate and implement, where feasible, solar applications in present and proposed buildings.

IV. DELEGATED MANAGEMENT AUTHORITY

A. Budget Approval

1. All Operations Branch expenditures (within expenditure category) within the approved Resource Ceiling as defined by the Board-approved Management Budget.

2. All budget and allocation transfers within the Operations Branch.

B. Organization*

1. All Operations Branch personnel actions that do not involve a modification of the Staff Authorization Table.

2. All Operations Branch salary adjustments within the guidelines of the Personnel Policies and Procedures.

3. All evaluations of Operations Branch personnel.

4. All reorganization of personnel and duties within the Operations Branch.

C. Operations

1. All procedures of an internal nature within the Operations Branch.

2. All decisions affecting the priority of work to be accomplished within the Operations Branch.

D. Approval of budgetary changes among programs and organizations within the branch.

E. Approval of branch purchases and expenditures within Board-established policies.

F. Approval of hours worked, work schedules and assignments for Directors in the branch.

G. Signature authority for contracts established within and primarily affecting the branch.**

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*All personnel actions are subject to Board approval.

**All contracts will be reviewed by College Counsel as to form and those involving any type of fund transfer will require approval by the Board of Trustees.

V. CHARTER SUMMARY

The President expects that the Vice President for Operations will assume a large measure of self-direction in managing the affairs of the branch under the terms and conditions of this agreement.

Given that the Operations Vice President is carrying out the functions assigned to the office in an effective manner, the President does not intend to:

A. Manage the internal activities of the branch.

B. Resolve, at the Presidential level, problems generated by faulty, inadequate or untimely information or judgment.

C. Indefinitely support poorly-performing operations.

D. Second guess the decisions delegated to the Operations Vice President.

E. Violate the chain of command in dealing with personnel and responsibilities in the Operations Branch.

F. Make major decisions affecting the financial health of the College without consultation with the Operations Vice President.

G. Make major decisions affecting the fiscal and support needs of the College without consultation with the Operations Vice President.

The President does intend to:

A. Periodically review the performance of the branch based on the progressive realization of the goals and the objectives set forth herein.

B. Review branch plans and recommendations.

C. Provide advice, counsel, and supportive leadership to assist the Operations Vice President in the positive realization of this agreement.

D. Review, modify and approve specific performance tasks, goals and criteria.

E. Evaluate the performance of the Operations Vice President.

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These Charter conditions are mutually acceptable to the undersigned:

_____ _____

W. Keith Evans — Date
Operations Vice President

_____ _____

John E. Cleek — Date
President

JOHNSON COUNTY COMMUNITY COLLEGE
College Boulevard at Quivira Road
Overland Park, Kansas

CHARTER OF ACCOUNTABILITY

OFFICE OF CONSTRUCTION MANAGEMENT

I. MISSION

The Construction Manager is to provide the College with the necessary services to support the planning and construction of the programmed facilities needed in a cost-effective manner and to transform the written educational needs into a form that spaces may be constructed into areas that reflect the needs of the student, staff, and program objectives.

II. POSITION RESPONSIBILITIES

A. Establish an environment that will provide experiences which will favorably influence knowledge, attitudes, habits, and practices related to individual, group, and community needs.

B. Enable individuals to develop their inherent potential and achieve the desired satisfaction through facilities designed to a well-defined program statement.

C. Provide leadership in developing alternatives for growth in accordance with a College Master Plan and to provide for alternatives as the needs and desires of program needs are modified.

D. Provide the community with facilities which are sound economic investments from initial construction, but an efficient structure for the life cycle of the facility.

E. Provide the community with an aesthetically pleasing and functional campus.

F. Provide the public accessibility for the handicapped to, through, and within, without loss of functional space.

III. GOALS AND OBJECTIVES FOR 1978-79

A. Long-Range Goals

1. Provide for the cost-effective planning and construction of new facilities.

2. Gather the support documentation to provide a total Campus Master Plan through 1982.

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B. Short-Range Goals

1. Provide remodeled space to accommodate staff/student needs for the coming school year.

2. Complete parking facility for 700 cars before August 15, 1978.

3. Update current Campus Facility Master Plan.

4. Arrive at a Landscape Master Plan.

5. Arrive at a plan to improve campus graphics.

6. Develop additional exterior areas for physical development.

7. Provide facility expansion to accommodate College program needs.

8. Provide additional handicapped areas.

9. Develop a plan to achieve reduced energy consumption on new construction.

10. Develop a utilization plan for remodeling existing facilities to accommodate programs inadequately housed when new facilities are completed.

IV. DELEGATED MANAGEMENT AUTHORITY

A. Implement the philosophy and program established by the College and Board of Trustees.

B. Recommend to the Operations Vice President necessary changes to accommodate the needs of the College.

C. Evaluate alternatives and make recommendations as to the best solution in regard to time, cost and effectiveness.

D. Approve construction pay estimates.

Authority Not Delegated

A. Does not intend to establish policy or procedure that is in conflict with written policy.

B. Authorize expenditures in excess of authorized limits.

V. CHARTER SUMMARY

Construction Planning and Management will assume a large measure of self-direction in the Operations Vice President's office under the terms and conditions of this agreement.

A. The Operations Vice President does not intend to:

1. Manage the internal activities of the office.

2. Indefinitely support poorly-performing operations.

3. Second guess the decisions delegated to the office.

4. Make major decisions affecting the Construction Specifications of the College without consultation with the Office of Construction Manager.

B. The Operations Vice President does intend to:

1. Periodically review the performance of the office, based on the progressive realization of the goals and objectives set forth herein.

2. Review office plans and recommendations.

3. Provide advice, counsel, and supportive leadership to assist the office in the positive realization of the agreement.

4. Review, modify and approve specific performance tasks, goals and criteria.

These Charter conditions are mutually acceptable to the undersigned:

_____ _____

Gene Haun — Date
Office of Construction Management

_____ _____

W. Keith Evans — Date
Operations Vice President

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JOHNSON COUNTY COMMUNITY COLLEGE
College Boulevard at Quivira Road
Overland Park, Kansas

CHARTER OF ACCOUNTABILITY

OFFICE OF AUXILIARY SERVICES

I. MISSION

The Director of Auxiliary Services is charged with the services-oriented operation of the College's Food Service, Bookstore and Vending activities which must result in sufficient profit to support the debt requirements of the Student Revenue Bonds as well as other revenue requirements as may be stipulated.

II. POSITION RESPONSIBILITIES

A. Develop, implement and maintain Auxiliary Services compatible with the needs and over-all requirements of the College--hours of service, selection of merchandise, employee selection and training, sanitation, procurement of supplies, promotions for student interest, and any other facet pertaining to the successful operation of the Auxiliary Services according to the policies of the College.

B. Develop a budget for Auxiliary Services to ensure a continuing, financially sound program. Monitor this budget closely and make timely changes as needed.

C. Develop a procurement procedure suitable to the needs of the College and meeting all requirements of local, state and federal policies.

D. Develop and maintain sanitation standards that meet or exceed the requirements of local, state and federal guidelines.

E. Lend participative support to programs and activities of local, state and federal or national association affiliations.

F. Provide a sounding board for students and other groups within the College to ensure that services are adequate and discrepancies remedied.

G. Cooperate with other groups within the College for adequate support of educational programs, community involvement and future development.

H. Develop procedures for serving the outside community compatible with the goals and objectives of the College.

I. Maintain all assets within the Division according to College procedures.

J. Perform any other duties that may be required from time to time.

III. GOALS AND OBJECTIVES FOR 1978-79

A. Continue to improve and upgrade the JCCC Auxiliary Services program.

B. Adapt accounting methods to a procedure compatible with new Business System.

C. Advance the development of staff job enrichment and satisfaction.

D. Continue cooperation with various departments of the College for the overall good of the College from a service viewpoint.

E. Continue work on energy savings programs. Develop a cost segment within menu and preparation area for development of energy saving procedures and cost inclusion when energy becomes more of a factor in the establishment of a sales or selling price item.

F. Evaluate and implement, where feasible, combined service and instructional programs.

IV. CHARTER SUMMARY

The Operations Vice President expects that the Auxiliary Services Director will assume a large measure of self-direction in managing the affairs of the College's Food Service, Bookstore and Vending operations under the terms and conditions of this agreement.

These Charter conditions are mutually acceptable to the undersigned:

_____ _____

Edward V. McCarthy — Date
Auxiliary Services Director

_____ _____

W. Keith Evans — Date
Operations Vice President

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JOHNSON COUNTY COMMUNITY COLLEGE
College Boulevard at Quivira Road
Overland Park, Kansas

CHARTER OF ACCOUNTABILITY

BUSINESS OFFICE

I. MISSION

The Business Manager is responsible to the Operations Vice President for the management of all financial operations of Johnson County Community College, including the preparation of reports, conducting financial analyses, providing appropriate controls and documentation for audits, and assisting the Operations Vice President in the administration of the fiscal activities in the most cost-effective manner.

II. POSITION RESPONSIBILITIES

A. Provide leadership for proper management of the investments of idle cash.

B. Coordinate the processing of accounts payable to external vendors.

C. Coordinate the preparation of bi-weekly payroll and required reports for all College employees.

D. Develop and maintain controls for recording and receipting all funds flowing into the College.

E. Coordinate the invoicing and billing for all third party receivables due the College.

F. Responsible for maintaining employee records of staff benefits, including enrollment, deductions, transfers and terminations.

G. Provide leadership and assistance with interpretation of fiscal reports and records.

H. Maintain custody of the official fiscal records of entry for the College.

I. Perform other duties as assigned by the Operations Vice President.

III. GOALS AND OBJECTIVES FOR 1978-79

A. Expand cash forecasting techniques in concert with the improved banking arrangements realized in fiscal year 1977-78.

B. Review and revise the multiple funds of the College to conform with standards of other institutions of higher education.

C. Conduct training sessions with Budgetary Administrators to provide the knowledge and skills to effectively use the College's Business System.

D. Implement a replacement Financial Management System and Accounts Payable System by July 1, 1979, and a Payroll System by January 1, 1980.

E. Implement the indirect cost program, which was approved by the Federal Government.

F. Assist in maintaining the College property inventory.

G. Establish additional commitment controls for the temporary positions in the budget.

H. Continue monitoring the College-wide investment program.

IV. DELEGATED MANAGEMENT AUTHORITY

A. Budget

1. Approval of travel and expense reimbursement requests within the approved Management Budget.

2. Approval of invoices for payment against Board-approved purchase orders within the approved Management Budget.

3. Approval of supplies and materials purchase requests within the approved Management Budget.

4. Recommend to the Operations Vice President the bid of equipment items.

B. Personnel

1. Provide employment recommendations of full- and part-time employees within the Business Office to the Operations Vice President.

2. Approval and certification of hours worked, work assignments and schedules of employees within the Business Office.

3. Provide performance evaluation and recommendations of rehire or termination of employees within the Business Office to the Operations Vice President.

C. Recommend annual Management Budget for the Business Office to the Operations Vice President.

D. Recommend short- and long-range goals for the successful operation of the Business Office.

V. CHARTER SUMMARY

This document constitutes the Charter of Accountability for the Business Manager of Johnson County Community College. The Operations Vice President expects that the Business Manager will assume, for the most part, self-direction in managing the internal affairs of the Business Office, and be accountable for the aforestated goals and objectives.

A. The Operations Vice President does <u>not</u> intend to:

1. Manage the internal affairs of the Business Office without prior consultation and guidance to the Business Manager.

2. Indefinitely support poor and inadequate performance of the Business Manager.

3. Carry out delegated management authority contained in this Charter.

B. The Operations Vice President <u>does</u> intend to:

1. Periodically review the performance of the Business Manager, based on the stated accountabilities contained in this document.

2. Provide constructive criticism to plans and recommendations brought forward from time to time.

3. Offer advice, counsel and supportive leadership that will assist the Business Manager in the realization of expected duties and assigned responsibilities on a timely basis.

These Charter conditions are mutually acceptable to the undersigned:

_____ _____

William A. Berry
Business Manager

Date

_____ _____

W. Keith Evans
Operations Vice President

Date

JOHNSON COUNTY COMMUNITY COLLEGE
College Boulevard at Quivira Road
Overland Park, Kansas

CHARTER OF ACCOUNTABILITY

PURCHASING OFFICE

I. MISSION

The Purchasing Agent is responsible to the Operations Vice President through the Business Manager for the procurement of all products and services for JCCC. This includes competitive pricing, identifying new sources and alternative purchasing methods to meet the needs of the staff. In addition, the Purchasing Agent coordinates the insurance programs (excluding benefit programs) with the designated broker.

II. POSITION RESPONSIBILITIES

A. Provide leadership in directing all buying activities.

B. Confer with vendors regarding product acceptability and payments.

C. Act as liaison between College and Insurance Agent concerning College insurance programs. Recommend additional insurance or changes to existing policies.

D. Review all invoices and authorize payments.

E. Provide assistance to staff regarding fiscal reports.

F. Review all rejecting Purchase Order Requests with appropriate staff.

G. Develop procedures to more adequately meet the purchasing needs of the College.

H. Recommend the most "cost effective" as well as "best value" on all purchases.

I. Prepare bid specifications which accurately reflect our needs without prohibiting competitive bidding.

III. GOALS AND OBJECTIVES FOR 1978-79

A. Establish term and supply contracts to expedite purchases.

B. Provide "follow-up" on purchases to assure delivery schedules are met.

C. Fill the new position of warehouser to provide on and off campus deliveries and to assist in the maintenance of inventory.

D. Reduce Purchase Order variances by working more closely with staff and vendors prior to issuing a Purchase Order.

E. Implement and maintain a procedure to provide continuous update on property inventory.

F. Conduct training sessions to further clarify purchasing procedures so staff members can more effectively work within the Purchasing framework.

IV. DELEGATED MANAGEMENT AUTHORITY

A. Budget

1. Approve Purchase Order Requests within the approved Purchasing Management Budget.

2. Authorize payments of invoices which exceed the Purchase Order by 10% and/or $100.00.

3. Recommend purchases which have been competitively bid to the Operations Vice President for Board approval.

B. Personnel

1. Provide employment recommendations of full- and part-time employees within the Purchasing Office to the Operations Vice President.

2. Approval and certification of hours worked, work assignments and schedules of employees within the Purchasing Office.

3. Provide performance evaluation and recommendations of rehire or termination of employees within the Purchasing Office to the Operations Vice President.

C. Recommend an annual Management Budget for the Purchasing Office to the Operations Vice President.

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V. CHARTER SUMMARY

These Charter conditions are mutually acceptable to the undersigned:

_____ _____

Marsha Cole — Date
Purchasing Agent

_____ _____

W. Keith Evans — Date
Operations Vice President

JOHNSON COUNTY COMMUNITY COLLEGE
College Boulevard at Quivira Road
Overland Park, Kansas

CHARTER OF ACCOUNTABILITY

FACILITIES OFFICE

I. MISSION

The Facilities Director is responsible for planning, creating, maintaining and operating a physical environment conducive to effective learning. Inherent in achieving such an objective is a program of planning reallocation and remodeling of space, preventive maintenance, inventory control, custodial control and cost analysis.

II. POSITION RESPONSIBILITIES

A. Act as the overseer of the College's physical appearance and mechanical maintainability.

B. Provide leadership to the custodial and maintenance staff that will keep the College first class.

C. Develop and maintain the Facilities budget that will allow the Division to attain its goals and objectives within the budget.

D. Recommend the selection of all Facility personnel.

E. Provide professional development opportunities for all Facility personnel.

F. Perform other duties as assigned by the Operations Vice President.

G. Coordinate and inform all College staff of Facility actions that will affect them by working with budget administrators.

III. GOALS AND OBJECTIVES FOR 1978-79

A. Long-Range Objectives

1. Maintain an effective preventive maintenance program.

2. Implement an energy management program which will reduce kilowatt usage by at least 20% of 1977 usage.

3. Reorganize the existing Facilities staff for maximum efficiency.

4. Evaluate and implement combined services and instructional programs.

5. Provide and maintain handicapped access to the College.

6. Improve the master room scheduling so the College space is best utilized with as little problem as possible.

7. Provide the best physical facility possible while implementing cost-effective controls that will meet the demands of the College and the needs for energy management.

8. Implement a department budget accounting procedure.

B. Short-Range Goals

1. Acquire funding through the U. S. Department of Energy to retrofit the entire campus with solar heat reclamation technologies.

2. Develop supervisory qualities in the custodial and maintenance lead people and foreman.

3. Improve campus signs both internally and externally.

4. Provide the College instructional staff with an instructional packet with information on work orders, auto usage request, energy awareness, moving of materials.

5. Establish better lines of communication with all individuals at the College and community concerning the use of the College.

IV. DELEGATED MANAGEMENT AUTHORITY

A. Budget

Approve all Facility expenditures and keep them within budget limitations.

B. Organization

1. Conduct all evaluations of Facility personnel.

2. Recommend all reorganization of Facilities employees.

C. Operation

1. All internal procedures within the Facilities Division.

2. All decisions affecting Facilities work to be accomplished within the Facility Division.

Delegated Approval Authority

A. Approve Facility purchases and expenditures within established policies.

B. Approve hours worked and work schedules for the Facilities Division.

V. CHARTER SUMMARY

The Operations Vice President expects the Director of Facilities to run the Division with full authority inherent with the terms of this agreement.

These Charter conditions are mutually acceptable to the undersigned:

_____ _____

John Skubal — Date
Director of Facilities

_____ _____

W. Keith Evans — Date
Operations Vice President

JOHNSON COUNTY COMMUNITY COLLEGE
College Boulevard at Quivira Road
Overland Park, Kansas

CHARTER OF ACCOUNTABILITY

OFFICE OF FINANCIAL AID

I. MISSION

The Director of Financial Aid is charged with the responsibility of operating a cost-effective financial aid program so that any interested and eligible student can attend Johnson County Community College. An important element of a financial aid program will be the identification of populations not currently well served by the variety of aid available. Where potential students are now not attending JCCC due to ignorance of or ineligibility for student aid, steps can be taken to meet such student needs.

II. POSITION RESPONSIBILITIES

A. Coordinate activities of College financial aid programs including BEOG, Work-Study, donor loan and scholarship funds, Law Enforcement, NDSL, Nursing Scholarship, Kansas State Scholarship, SEOG, and JCCC Foundation Student Aid Program.

B. Hire, evaluate, and supervise Financial Aids Technician and coordinate the authorization and disbursement of aid monies with this position.

C. Hire, evaluate and supervise Financial Aids Secretary.

D. Interview students and review application for financial aid; determine eligibility of applicants for consideration for the several types of financial aid programs through student need analysis.

E. Review institutional financial aid applications submitted to agencies on behalf of JCCC; review forms used in the administration of aid programs.

F. Evaluate academic records and enrollment status of applicants for adherence to local/national financial aid criteria as requested.

G. Receive, evaluate and approve requests for all student employment on campus (under College Work-Study Program and regular student employment); coordinate placement of work-study students and non work-study students in positions throughout the College.

H. Select applicants to whom aid will be awarded (based on need analysis) and determine the allocation of aid within the various programs.

I. Notify eligible applicants of amounts and forms of awards which are granted and inform students of proper registration procedures to receive credit for aid; notify ineligible applicants of rejection of request.

J. Prepare and submit applications for funds under various federal and state programs.

III. GOALS AND OBJECTIVES FOR 1978-79

A. Help coordinate the College Foundation's activities related to the financial support of students.

B. Conduct more advertising of financial aid opportunities by means of news articles, paid ads, public service announcements, bulletin board displays, seminars, and talks to schools and civic groups.

C. Bring the Financial Aid Office to a position of acceptable federal audit standards in all areas.

D. Enforce the standard of academic progress requirements and establish procedures which conform to government consumerism requirements.

E. Further improve on the progress made during the current year in substantially reducing the NDSL delinquency rate.

IV. DELEGATED MANAGEMENT AUTHORITY

A. Approval

1. Budget

a. Approval of budget changes within the budget for Financial Aid.

2. Personnel

a. Approval of all Financial Aid hourly staff time sheets.

3. Programs

a. Approval of any and all student financial aid funds to students.

B. Recommendatory

1. Budget

a. Recommend to the Operations Vice President travel requests for members of the Financial Aid staff.

b. Recommend to the Operations Vice President an annual budget by program area within the Division of Financial Aid.

c. Recommend to the Operations Vice President budget changes between series expenditure.

d. Recommend to the Operations Vice President spending of line items within specific budgets within the Financial Aid Division.

2. Personnel

a. Recommend to the Operations Vice President all full-time and part-time hourly and professional staff positions for the division.

b. Recommend to the Operations Vice President the dismissal or rehiring of all full-time personnel in the division based upon annual performance evaluations.

c. Recommend to the Operations Vice President all divisional staff requests for compensated and noncompensated leave.

3. Programs

a. Recommend to the Operations Vice President all printed forms and materials used in the division.

b. Recommend to the Operations Vice President reorganization within the division to increase level of service to students.

V. CHARTER SUMMARY

Given that the Director of Financial Aid is carrying out functions assigned in an effective manner, the Operations Vice President is <u>not</u> expected to:

A. Prepare and monitor the Financial Aid Budget.

B. Provide day to day management of the Financial Aid Office.

The Operations Vice President <u>is</u> expected to:

A. Review progress in meeting assigned goals.

B. Provide guidance and support in carrying out assigned tasks.

C. Maintain a high level of cooperation and communications.

These Charter conditions are mutually acceptable to the undersigned:

_____ _____

Larry Alley — Date
Director of Financial Aid

_____ _____

W. Keith Evans — Date
Operations Vice President

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JOHNSON COUNTY COMMUNITY COLLEGE
College Boulevard at Quivira Road
Overland Park, Kansas

CHARTER OF ACCOUNTABILITY

OFFICE OF MEDIA PRODUCTION

I. MISSION

The Media Production Director is assigned the responsibility of providing professional typing, printing, graphics, photography and mail services to support a quality and service level consistent with the needs of the College. Considerable effort has been spent in developing sufficient user guidelines and adequate budget controls to establish an effective level of expenditure for the current fiscal year.

II. POSITION RESPONSIBILITIES

A. Utilize expertise of Media staff in initiation, development and planning of various instructional and institutional programs and projects. Responsible for implementation, scheduling and production of approved projects.

B. Initiate meetings of Media staff as a "resource team" to coordinate the planning, time lines, schedules, priorities, production, and distribution of approved projects requested by the College staff. The resource team also assists the Director in long-range planning and development of Media Production for the College and community.

C. Employ, terminate, train, evaluate and supervise activities of full-time and student employees; handle employee problems and take corrective action; develop and implement work procedures.

D. Responsible for overall Media Production annual budget with initial development and individual section budgets administered by the appropriate section head. Approve all Media requisitions and expenditures. Initiate purchase requests and maintain appropriate records of files.

E. Confer and coordinate with originator and appropriate Media personnel in developing preparation requirements and plans for publications. Assist in establishing the type of publication required, date needed, quantity needed and method of distribution.

F. Prepare and approve job cost estimates on major projects. Initiate and receive bids on publications. Develop overall job cost methods; use charge-back procedures and reporting systems. Prepare estimates on paper bids, printing costs, special stocks and services as required; maintain inventory and order supplies as required.

G. Confer with outside vendors and equipment representatives; forward recommendations for capital equipment purchases.

H. Responsible for overall production and quality control of Media projects.

I. Encourage use of Media facilities by the College staff and serve in an advisory capacity to the staff in this regard.

J. Perform other duties as assigned by the Operations Vice President.

III. GOALS AND OBJECTIVES FOR 1978-79

A. Review and revise the job description of the Production Control Clerk to reflect current responsibilities by September 1, 1978.

B. Emphasize staff training in operating the dictation equipment and in dictation techniques by September 1, 1978.

C. Train both new and returning staff members in the efficient use of Media Production by September 1, 1978.

D. Establish and adhere to some stronger guidelines for the most effective use of the photocopiers. This is an ongoing goal.

E. Instruct Media staff on effective procedures in their fields as an ongoing training program.

F. Strive to distribute the yearly work load in all Media sections more evenly. This will require help from all staff and should be in motion by spring, 1979.

G. Increase printing production by using the equipment we have in the most efficient way by December 1, 1978.

H. Implement a more efficient mail delivery system by June 30, 1979.

I. Utilize an outside consultant to evaluate the photography department completely by December 1, 1978.

J. Train student help efficiently to eliminate as many errors as possible in the finishing and delivery areas by September 1, 1978.

K. Improve the efficiency of the Word Processing section by concentrated efforts in training for all staff by September 1, 1979.

L. Increase the efficiency of the supervisory staff by training, with emphasis on work rules by December 1, 1978.

M. Investigate an addressing system for efficiently addressing the bulk mail mailing lists by September 1, 1978.

N. Reasonable deadlines for all areas of Media Production have been established. College staff must be informed and the deadlines adhered to by September 1, 1978.

O. Hire a part-time evening receptionist for the convenience of part-time instructors by August 15, 1978.

P. Visit different production shops with Media staff to generate new ideas and make the most effective use of our equipment.

Q. Provide Media services of a quality and service level consistent with the needs of the College.

R. Evaluate and implement, where feasible, combined service and instructional programs.

S. Stay within the guidelines established by the budget wherever possible without sacrificing quality and efficiency.

T. Maintain and update equipment for maximum efficiency within prescribed limitations. Be continually aware of cost-saving methods.

U. Strive continually for highly skilled personnel and keep them highly trained.

V. Increase production in the Graphics department. Have a more smoothly operating job flow.

IV. DELEGATED MANAGEMENT AUTHORITY

A. Budget

1. Responsible for overall Media Production annual budget with initial development and individual section budgets administered by the appropriate section heads. Approve all Media requisitions and expenditures. Initiate purchase requests and maintain appropriate records of files.

2. Confer with outside vendors and equipment representatives; forward recommendations for capital equipment purchases.

B. Personnel

1. Employ, terminate, train, evaluate and supervise activities of full-time and student employees, handle employee problems and take corrective action, develop and implement work procedures.

2. Approve and sign all Media Production hourly staff time sheets.

C. Programs and Structure

1. Utilize expertise of Media staff in initiation, development and planning of various instructional and institutional programs and projects. Responsible for implementation, scheduling and production of approved projects.

2. Initiate meetings of Media staff as a "resource team" to coordinate the planning, time lines, schedules, priorities, production, and distribution of approved projects requested by the College staff. The resource team also assists the Director in long-range planning and development of Media Production for the College and community.

3. Confer and coordinate with originator and appropriate Media personnel in developing preparation requirements and plans for publications. Assist in establishing the type of publication required, date needed, quantity needed, and method of distribution.

4. Prepare and approve job cost estimates on major projects. Initiate and receive bids on publications. Develop overall job cost methods; use charge-back procedures and reporting systems. Prepare estimates on paper bids, printing costs, special stocks, and services as required; maintain inventory and order supplies as required.

5. Responsible for overall production and quality control of all Media projects.

6. Encourage use of Media Production by the College staff and serve in an advisory capacity to the staff in this regard.

V. CHARTER SUMMARY

This document constitutes the Charter of Accountability for the Director of Media Production of Johnson County Community College.

The Operations Vice President expects that the Director of Media Production will assume a large measure of self-direction in managing the affairs of his division under the terms and conditions of this agreement.

A. The Operations Vice President does <u>not</u> intend to:

1. Manage the internal affairs of the division.

2. Conduct a formal evaluation of personnel other than the division director.

3. Develop routine policies or procedures to be used exclusively within the division.

4. Carry out any responsibility assigned to the division director except in his absence.

5. Resolve personnel or budgetary problems within the division unless those problems require a decision in areas not delegated to the director.

B. The Operations Vice President does intend to:

1. Periodically review the performance of the division based on the realization of the goals and objectives set forth herein.

2. Provide advice, counsel and supportive leadership to assist the Director of Media Production in the positive realization of this agreement.

3. Review, modify and approve specific performance tasks, goals and criteria.

4. Evaluate the performance of the Director of Media Production.

These Charter conditions are mutually acceptable to the undersigned:

_____ _____

Bob Coffman — Date
Director of Media Production

_____ _____

W. Keith Evans — Date
Operations Vice President

JOHNSON COUNTY COMMUNITY COLLEGE
College Boulevard at Quivira Road
Overland Park, Kansas

CHARTER OF ACCOUNTABILITY

SECURITY OFFICE

I. MISSION

The Director of Security is to maintain a safe campus for students, staff and visitors and for the protection of physical property. The department also endeavors to provide other services required to assist the administration in the orderly conduct of College business. Programs under the supervision of the Director of Security include Security, Switchboard Operation and Distribution of Building Keys.

II. POSITION RESPONSIBILITIES

A. Be responsible for exercising independent judgment in directing the recruitment, training and supervision of Security personnel, coordinating investigations with local authorities, maintaining records and advising on traffic and security procedures for campus protection.

B. Assign and supervise the duties of Security Guards (7) and part-time radio dispatchers (4); establish and implement work schedules to provide adequate campus security; tour campus and parking areas to check assignments and assure delegated tasks are performed according to instructions; perform duties of Security Guard as required.

C. Supervise the operation of the switchboard and its related functions including the message center.

D. Issue building keys and see that a record is kept of all keys distributed.

E. Maintain effective relationships with county and local law enforcement agencies to assure College compliance with statutory legal provisions; coordinate and direct the proper investigation and follow-up of crimes, misdemeanors, infractions of College policies, safety hazards and motor vehicle accidents; notify appropriate administrative staff of major violations and unusual incidents.

F. Confer with College staff in planning safety, parking and security coverage at College and community-College related events.

G. Prepare annual budget request (approximately $105,000) and initiate purchase orders for uniforms and supplies as required.

H. Check and verify alarm printout tapes against dispatcher logs; review activity reports submitted by Security Guards; meet with Security Guards at shift changes to discuss problems and issue assignments and instructions.

III. GOALS AND OBJECTIVES FOR 1978-79

A. Improve building protection.

B. Provide an effective switchboard operation.

C. Promote orderly parking and smooth traffic flow.

D. Provide assistance for accidents and illness for students, staff and visitors of this campus.

E. Increase the number of security officers on weekends and for group activities.

F. Install a new alarm system that functions instantaneously when activated.

G. Conduct an inventory of building keys and retain a master file on all keys distributed.

H. Provide a message center, in conjunction with the switchboard, to adequately handle all telephone messages to the staff.

I. Assist staff members in the operation of the telephone system.

J. Participate in the selection of location for campus traffic control signs.

K. Establish a suitable recovery room to provide emergency care for staff, students and visitors in the event of accident or illness.

IV. DELEGATED MANAGEMENT AUTHORITY

A. Budget

Recommend to the Operations Vice President an annual budget expenditure.

B. Personnel

Recommend to the Operations Vice President the hiring and dismissal of all full- and part-time personnel in the Security Division based upon work performance.

C. Program and Structure

1. Recommend reorganization within the Security Division to increase effectiveness.

2. Recommend to the Operations Vice President the procedures to be used in the Security Department.

V. CHARTER SUMMARY

These Charter conditions are mutually acceptable to the undersigned:

_____ _____

John Hall — Date
Director of Security

_____ _____

W. Keith Evans — Date
Operations Vice President

UNIVERSITY OF CALIF.
LOS ANGELES

SEP 20 1979

CLEARINGHOUSE FOR
JUNIOR COLLEGES